



BROADCASTING BOARD OF GOVERNORS
2013 ANNUAL REPORT





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Cover: Alhurra's correspondent
Khaled Khairy reporting from Egypt.

Right: Children in Pakistan's
Swat Valley send their thanks
to VOA's Deewa Radio.







Letter from the Board

To the President and the Congress of the United States

On behalf of the Broadcasting Board of Governors and pursuant to Section 305(a) of the International Broadcasting Act of 1994 (Public Law 103-236), I am pleased to submit the BBG's annual report for 2013.

This report summarizes the 2013 activities and accomplishments of the BBG, the independent federal government agency that oversees all U.S. civilian international media. This includes the Voice of America, Radio Free Europe/Radio Liberty, the Office of Cuba Broadcasting, Radio Free Asia, and the Middle East Broadcasting Networks with transmission and technical support provided by the International Broadcasting Bureau.

As detailed in the following pages, BBG networks have played a critical role by exemplifying free press and free expression and, in this way, help to foster and sustain free, democratic societies. In addition, the networks have developed greater understanding and helped combat violent extremism by engaging audiences on issues important to them and by providing trusted news and information.

In a prolonged period of declining press freedom, our journalists have faced numerous threats. In spite of these hazardous conditions, the BBG's networks have met critical strategic challenges with special programming and broadcasts in response to the war in Syria, democratic transitions in Egypt and Iraq, the rise of Islamist fundamentalism in Mali and northern Nigeria, the political opening in Burma, and unrest and protests in Tibet.

I am proud to report the achievements of the BBG for 2013 and recognize that challenges remain as we strive to serve the global need for objective news, analysis and free debate. We are grateful to the Administration, Congress and the public for their support and the resources entrusted to us to achieve this critical mission.

Respectfully submitted,



Jeffrey Shell
Chair
Broadcasting Board of Governors

“*It was due to VOA Deewa that Pashtun women in the far-flung areas came out to vote. We are thankful to Deewa Radio for mobilizing the otherwise ignored communities ...*”

SHAD BEGUM

2012 recipient of the International Women of Courage Award

BOARD OF GOVERNORS:

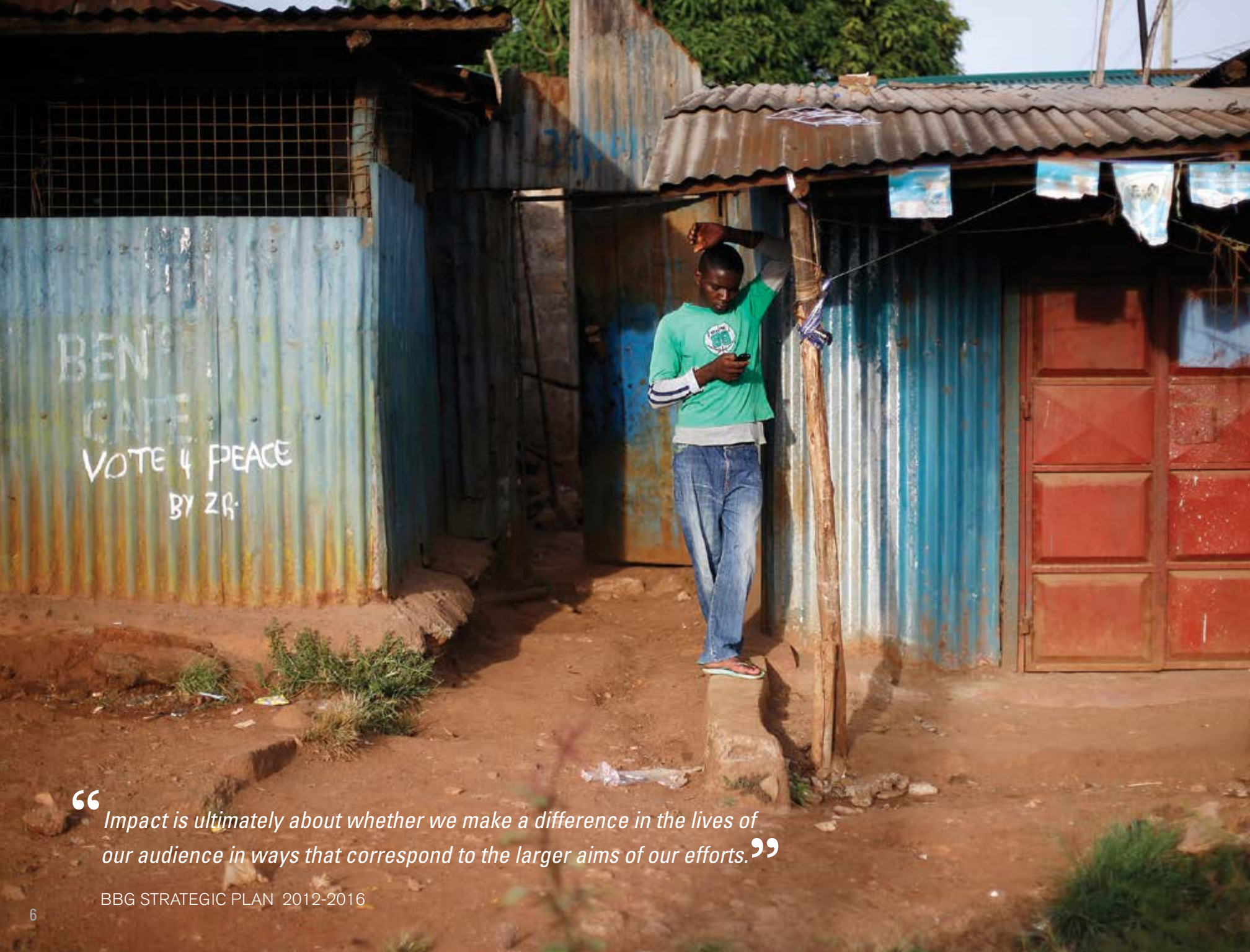
Jeffrey Shell, Chair
Matthew C. Armstrong
Ambassador Ryan Crocker
Susan McCue
Michael Meehan
Kenneth Weinstein

John F. Kerry, Secretary of State
ex-officio

Providing reliable, fair coverage of elections, like the 2013 election in Pakistan, is a focus for all of the BBG networks.

Left: Pakistani women line up to enter a polling station and cast their ballots, on the outskirts of Islamabad, Pakistan, Saturday, May 11, 2013.

(AP Photo/Muhammed Muheisen)



“*Impact is ultimately about whether we make a difference in the lives of our audience in ways that correspond to the larger aims of our efforts.*”

BBG Overview and Impact

The BBG's media services include two federal networks, the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB); and three non-profit grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). In addition to these five networks, the BBG also oversees the International Broadcasting Bureau (IBB).

BBG networks are news leaders, uncovering stories left untold in environments that lack press freedom.

Local, regional and international media frequently cite their trustworthy reporting. In 2013, BBG networks told the stories of Syrians during their civil war, broke stories about self-immolations in Tibet, covered mass protests in hotspots across the broadcasting regions, and provided the essential voice of free, objective, comprehensive, and uncensored news to people in countries that lack a free press.

Freedom and access to news and information is a right that the BBG holds in the highest regard. Through its Internet anti-censorship (IAC) tools and programs, the BBG has also helped many people access information in countries where

it is tightly controlled. IAC initiatives circumvent government firewalls, secure safe communication channels, and distribute objective news and information in repressive environments like Cuba and China.


All BBG networks adhere to the standards and principles mandated by the International Broadcasting Act of 1994, as amended. This incorporates the VOA Charter, which was signed into law in 1976, and requires broadcasts to include accurate, reliable, objective and comprehensive news, balanced presentations of United States' institutions and policies, and information about developments throughout the world. To see full text of the principles guiding BBG news coverage, visit:

 bbg.gov/legislation

By exemplifying free media and free expression, the BBG helps foster and sustain free, democratic societies. Such societies have proven to be more peaceful and stable and are less likely to threaten their neighbors or offer safe havens for terrorists. Nurturing them is a national security imperative.

Left: BBG networks have developed programming to meet the demand for mobile news throughout Africa.
(AP Photo/Jerome Delay, File)

Leading News Coverage

The BBG networks often break stories that are picked up or cited by other news outlets that value their reporting. Find more examples at:  bbg.gov/presscitations

NPR

used RFE/RL's investigative reporting on the Boston Marathon bombing to provide context on the Tsarnaev brothers and their homeland.

The New York Times

Radio Free Asia's exclusive reports on ethnic unrest continuing to erupt in China's northwest shaped international coverage on the tensions involving the minority Uyghurs. *The New York Times* cited RFA's reports prominently throughout a major piece on the aftermath of the tensions.

The Wall Street Journal

cited an exclusive interview landed by VOA's Somali Service journalist Harun Maruf, who spoke with U.S.-born terrorist Omar Hammami, about his break with al-Shabab. Days later the group took credit for killing him.

CNN

used exclusive Alhurra TV video footage of the car chase and shooting outside of the U.S. Capitol in October 2013. That footage proved to be the clearest image of the Capitol Hill car chase that led to the temporary shutdown of the Capitol and surrounding office buildings.

61 languages

- GLOBAL**
English
(including Learning English)

AFRICA
Afaan Oromoo
Amharic
Bambara
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Shona
Somali
Songhai
Swahili
Tigrigna

CENTRAL ASIA
Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek

EAST ASIA
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Uyghur
Vietnamese
- EASTERN/
CENTRAL EUROPE**
Albanian
Bosnian
Croatian
Greek
Macedonian
Montenegrin
Romanian
to Moldova
Serbian

EURASIA
Armenian
Avar
Azerbaijani
Bashkir
Belarusian
Chechen
Circassian
Crimean Tatar
Georgian
Russian
Tatar
Ukrainian

LATIN AMERICA
Creole
Spanish

**NEAR EAST/
NORTH AFRICA**
Arabic
Kurdish
Turkish

SOUTH ASIA
Bangla
Dari
Pashto
Persian
Urdu

The mission of the Broadcasting Board of Governors is to inform, engage and connect people around the world in support of freedom and democracy.

Each of the BBG networks pursues a shared mission, collectively reaching a record worldwide audience in 61 languages on their media of preference—from satellite TV to mobile phones to radio programs.

Programming reached an estimated 206 million people per week in 2013, including large audiences in countries that are strategically critical for U.S. foreign policy. The figure, which reflects the combined audiences of VOA, RFE/RL, Radio and TV Martí, RFA and MBN (Alhurra TV and Radio Sawa), is a net increase of nearly 31 million from last year's total. While impact cannot be measured in audience reach alone, it is important to note that the BBG's largest audiences are in Indonesia (21.6 million),

Nigeria (20.7 million), Mexico (14.9 million), and Iran (14.5 million). These are all countries in which the BBG has made strides in innovative delivery, including affiliate-based strategies, SMS mobile distribution, and platform-agnostic programming.

The accomplishments of the networks draw from a diverse, multi-cultural and multi-talented workforce. The 2013 Annual Report provides highlights of those achievements based on strategic imperatives spelled out in the following pages. The leadership of the agency's board along with the operational and organizational support of the IBB and financial highlights for 2013 are outlined as well.

Platforms of Delivery

BBG broadcasters utilize a wide range of media and delivery strategies to maximize the impact of their content production and to reach their audiences on their media of choice.

	FM	AM	SW	Satellite	Terrestrial TV	Live Streaming	On-Demand	Web	Mobile	Social Media	E-mail	SMS	DVD/Flash Drives
Audio	■	■	■	■		■	■	■	■	■			■
Video				■	■	■	■	■	■	■			■
Text				■				■	■	■	■	■	■



Iran Weekly Audience 14.5 million



Indonesia Weekly Audience 21.6 million



Afghanistan Weekly Reach 57.7%

BBG Audience

**Television
110 million**

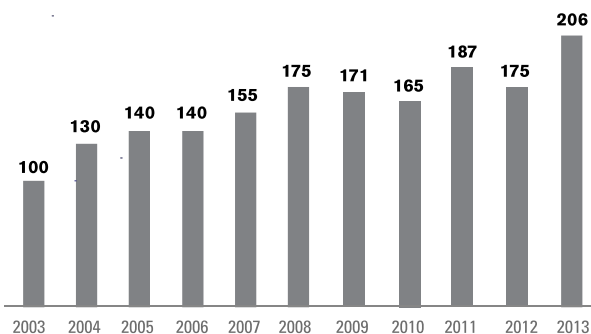
**Radio
109 million**

**Internet
22 million**

**Unduplicated Audience
Across All Media
206 million**

In 2013, BBG broadcasters reached 206 million people weekly in unduplicated audience worldwide — including radio, television and Internet — up from 175 million in 2012. In keeping with standards developed by the major western international broadcasters, BBG measures and reports unduplicated audience, meaning each individual, regardless of how many programs watched or listened to, or media platforms used, is counted only once.

10-Year BBG Audience Growth



BBG Largest Audiences

(Weekly Unduplicated Audience in Millions)

Indonesia	21.6
Nigeria	20.7
Mexico	14.9
Iran	14.5
Afghanistan	9.9
Burma	8.0
Pakistan	7.6
Ethiopia	6.9
Iraq	6.2
Tanzania	5.3

Countries with the Highest Percentage of the Population Reached

(Weekly Unduplicated)

Kosovo	59.7%
Afghanistan	57.7%
Somalia	51.6%
Albania	49.0%
UAE*	48.4%
Kuwait	45.3%
Armenia	38.8%
Liberia	36.3%
Iraq	35.5%
Syria**	33.4%

*UAE results are from three Emirates

**Syria results reflect telephone households only; survey conducted in March 2010

For more information about the BBG's audience: bbg.gov/2013PAR

Exemplifying Free Press to Help Foster and Sustain Free, Democratic Societies


OVERCOMING CENSORSHIP AND JAMMING

Across the BBG's broadcasting regions, governments seek to repress or withhold news and information from their citizens. This censorship comes in many forms, including denying the BBG and other international media the right to broadcast on radio and television, interfering with or jamming our satellite broadcasts in violation of multiple international agreements, blocking citizens from accessing websites, and other malicious actions that prevent populations from exercising their right to a free and open press.

Elements across the BBG work together to circumvent these actions, in accordance with our mission to inform, engage, and connect people around the world in support of freedom and democracy.

INTERNET ANTI-CENSORSHIP (IAC): The BBG provides a variety of tools to bypass filtering and promote Internet freedom for citizens of countries whose governments restrict their access. These initiatives include monitoring Internet censorship in over 70 locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying a mobile application to secure online communications for users in Iran. This app combines a news feed reader that is censorship resistant, with a secure anonymous multi-user chat feature and an avenue for content submissions. It also can be quickly removed from a user's phone via a "panic button" to hide its use if the user's phone is confiscated.

Radio Free Asia's Open Technology Fund (OTF),

 opentechfund.org, which is funded by the BBG, supports projects that create open and accessible technologies promoting human rights and open societies. OTF strives to advance inclusive and safe access to global communications networks. Notable 2013 achievements include:

- Supported the growth of censorship-resistant secure online chat and text messaging from 200,000 regular users to over 10 million globally;
- Established and grew a localization platform of more than 1,400 people working to translate 30 tools and 1.7 million words into 180 languages and dialects including Arabic, Farsi, Korean, Tibetan, Mandarin, Spanish, Ukrainian, and Vietnamese; and
- Deployed an anonymous whistle-blowing platform to protect those who reveal wrongdoing worldwide, including individuals in Serbia, Tunisia, Turkmenistan, Venezuela and Hungary.

SATELLITE JAMMING: The BBG also has been at the forefront of the battle against satellite jamming. The BBG partners with other international broadcasters and organizations to combat the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.



Learn more about
BBG partnerships with
international broadcasters
around the world at
bbg.gov/DG7

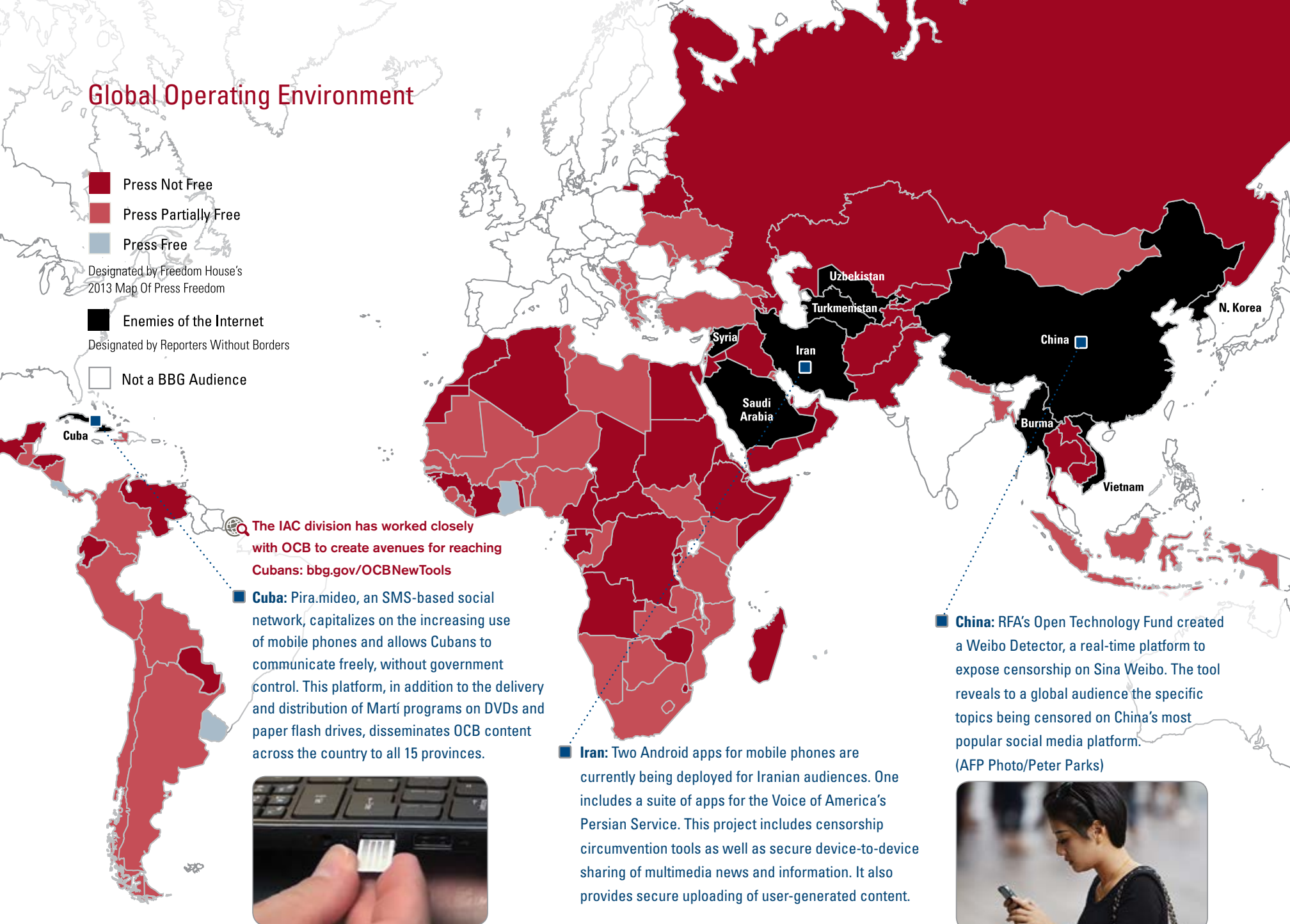
Global Operating Environment

- Press Not Free
- Press Partially Free
- Press Free

Designated by Freedom House's
2013 Map Of Press Freedom

■ Enemies of the Internet
Designated by Reporters Without Borders

■ Not a BBG Audience



Serving as a Model of Free Press

Below: Exiled Tibetans shout slogans during a protest rally to express solidarity with Tibetans who have self-immolated. (AP Photo/Altan Qadri)



CHINA: REPORTING ON SUBJECTS BARRED FROM STATE-CONTROLLED MEDIA

Our networks have been on the forefront of reporting on breaking news and exclusive stories from inside China. RFA was the first to report on many of the 125 self-immolations among Tibetans protesting Beijing's rule and remains a definitive source of information on the protests, which continue despite heightened security. VOA produced the critically acclaimed documentary *Fire in the Land of Snow: Self-immolations in Tibet*, which broadcast around the world in Mandarin, Tibetan and English on satellite, affiliate stations and VOA websites.

RFA covered the crackdown on journalists and editors in China over investigative reports about the corruption and wealth of authorities and their family members. RFA also reported the aggressive crackdowns on unofficial "house churches" in Beijing, Henan, Anhui, and Shandong, and other provinces. In addition, National Public Radio and other media cited RFA's ongoing coverage of the forced confiscation of property in China. In some cases these resulted in the self-immolations of former homeowners, whose families expressed frustration at having no means of recourse to address their grievances.

RFA covered the tightening of restrictions and the targeting of China's mostly Muslim Uyghurs. International media cited multiple RFA reports including one on a violent clash in northwestern China when nine Uyghur youth armed with knives and sickles were killed after storming a police station.

A Uyghur fruit-seller was shot and seriously wounded in September in Urumqi, the capital of the Xinjiang Uyghur Autonomous Region, following an argument with an urban management enforcement guard. (Citizen journalist photo posted on WeChat)



VOA reporting included the correction of an erroneous report by Chinese state-controlled media in late June 2013. China Radio International (CRI) reported that "A federal state of the United States [had cancelled] African-American suffrage" and as a result "all African-Americans of [Alabama] would no longer possess proper voting qualifications." VOA Mandarin quickly posted a report on its website, explaining what the U.S. Supreme Court actually had ruled – striking down a section of the Voting Rights Act that determines which states must get federal permission before they change their voting laws – and made clear that the ruling didn't deny voting rights to African-Americans in Alabama or anywhere else. CRI's report, and VOA's response, caught the attention of *Hong Kong's South China Morning Post*, which noted that the original CRI report was no longer viewable on the CRI website, but said that before it was removed, "it was picked up by several other news agencies until the Chinese edition of Voice of America addressed the mistake."



EGYPT: GIVING A VOICE TO ALL SIDES

According to Freedom House's 2013 Freedom of the Press Report, www.freedomhouse.org/report/freedom-press/freedom-press-2013, all of the countries in the Middle East/North Africa region are considered not free or partially free. Following the Arab Spring the number of media outlets in the region grew exponentially. However, a vast majority of those were financed by people or groups with political and economic interests that influence coverage. By contrast, BBG networks provide reporting and analysis that is balanced, comprehensive and objective.

Alhurra and Radio Sawa have earned a reputation for credibility as well as for serving as a venue where people can go to have their voices heard without editorial distortion. Through discussion programs and magazine shows, they are among the few media outlets in the region that show diverse sides to a debate and current events.

As millions of protestors took to the streets in Egypt in July, Alhurra's cameras were there every step of the way, interviewing people from different camps about their desires for the future of Egypt. Coverage also included the opinions of bystanders who struggled to support their families during the turmoil.

Alhurra's flagship talk show *Free Hour* discussed topics such as U.S. foreign policy towards Egypt and the military's removal of President Mohamed Morsi. It addressed the challenges facing Egypt and the debate over whether military intervention is good for democracy. Alhurra's weekly talk show from Cairo, *Hiwar Cairo*, brings together members of various Egyptian political parties, pundits and leading journalists for balanced discussion of current events.

Above, left to right: During a rally, a supporter of the Muslim Brotherhood poses under a giant national flag with a portrait of Egypt's ousted president Mohamed Morsi on July 17, 2013. (AFP Photo/Marwan Naamani)

An Egyptian man waves his national flag as supporters of Egyptian Armed Forces General Ahmed Fattah al-Sisi rally at Tahrir Square in Cairo on July 26, 2013. (AFP Photo/Khaled Desouki)



Cuban blogger Yoani Sánchez visits
Radio & TV Martí.

CUBA: CREATING A VEHICLE FOR LOCAL VOICES TO DRIVE PRESS FREEDOM

The Martí's have assembled the largest – if not the only – network of independent journalists working inside Cuba. These journalists send via phone or SMS their reports from around the island with audio, text, video, and photos. Another important step has been the creation of a small network of Cuban TV journalists working in various parts of the island exclusively for the Martí's. Thanks to an OFAC license granted in late 2012, the Martí's are now able to hire Cuban nationals working inside Cuba.

This unprecedented project has resulted in dozens of timely and interesting news reports distributed across all of the Martí platforms.

In addition, TV Martí launched the special series *En Sus Propias Palabras (In Your Own Words)* featuring one-on-one interviews with the most important dissident leaders on the island such as Yoani Sánchez, Berta Soler, Antonio Rodiles, Eliécer Ávila and Guillermo Fariñas.

RUSSIA: OVERCOMING BARRIERS TO ENTRY

The media environment in Russia is heavily regulated for international broadcasters and for domestic broadcasters that are not owned or controlled by the Kremlin. U.S. international media's access to radio and TV audiences is constrained by Russian government pressure on potential local media partners. BBG networks have shifted strategy to digital and multimedia online content delivery to work around these obstacles. Russians increasingly turn to online content, as trust in Russian television declines.


Given the rapidly shrinking independent media across Russia over the course of 2013, RFE/RL provided audiences with valuable news and information that was often absent in the marketplace. Through coverage of the controversies over the "Magnitsky List," child adoptions to the U.S., anti-NGO and anti-gay crackdowns, and the prosecution of anti-corruption activist and Moscow mayoral

candidate Aleksei Navalny, RFE/RL helped audiences understand these events in the context of their own lives. In July, RFE/RL was one of two media organizations given access to a new music video by the Russian punk collective Pussy Riot and accompanied the group as it recorded the video at a Moscow gas station.

Despite President Putin's crackdown on independent media, some smaller television stations have developed a reputation for independent reporting. VOA has actively sought partnerships and affiliations with these channels, in the hopes of reintroducing itself to Russian television viewers after being shut out of the market. In addition to its partnership with Dozhd TV, VOA expanded its affiliation with the Russian Business Channel (RBC) by adding two weekly live primetime interactives from VOA's Washington studio in addition to four weekly reports from the New York Stock Exchange.

Below, left to right: RFE/RL Russian's Sergey Dobrynin covers a protest, September 2013.

RFE/RL correspondents Lyubov Chizhova and Nikita Tatarsky covering the environmental damage being done to the Imerety valley during construction for 2014's Olympic games in Sochi, November 2013.


 **See the full investigative report Sochi Outside the Arena: www.rferl.org/content/infographics/sochi-outside-the-arena-olympics-russia/25229471.html**




Threats to Our Journalists in 2013


An interactive timeline with details of all the threats shown on this map can be found here:

 www.bbg.gov/threats-to-journalism

 Incident of a Threat Targeting a BBG Journalist

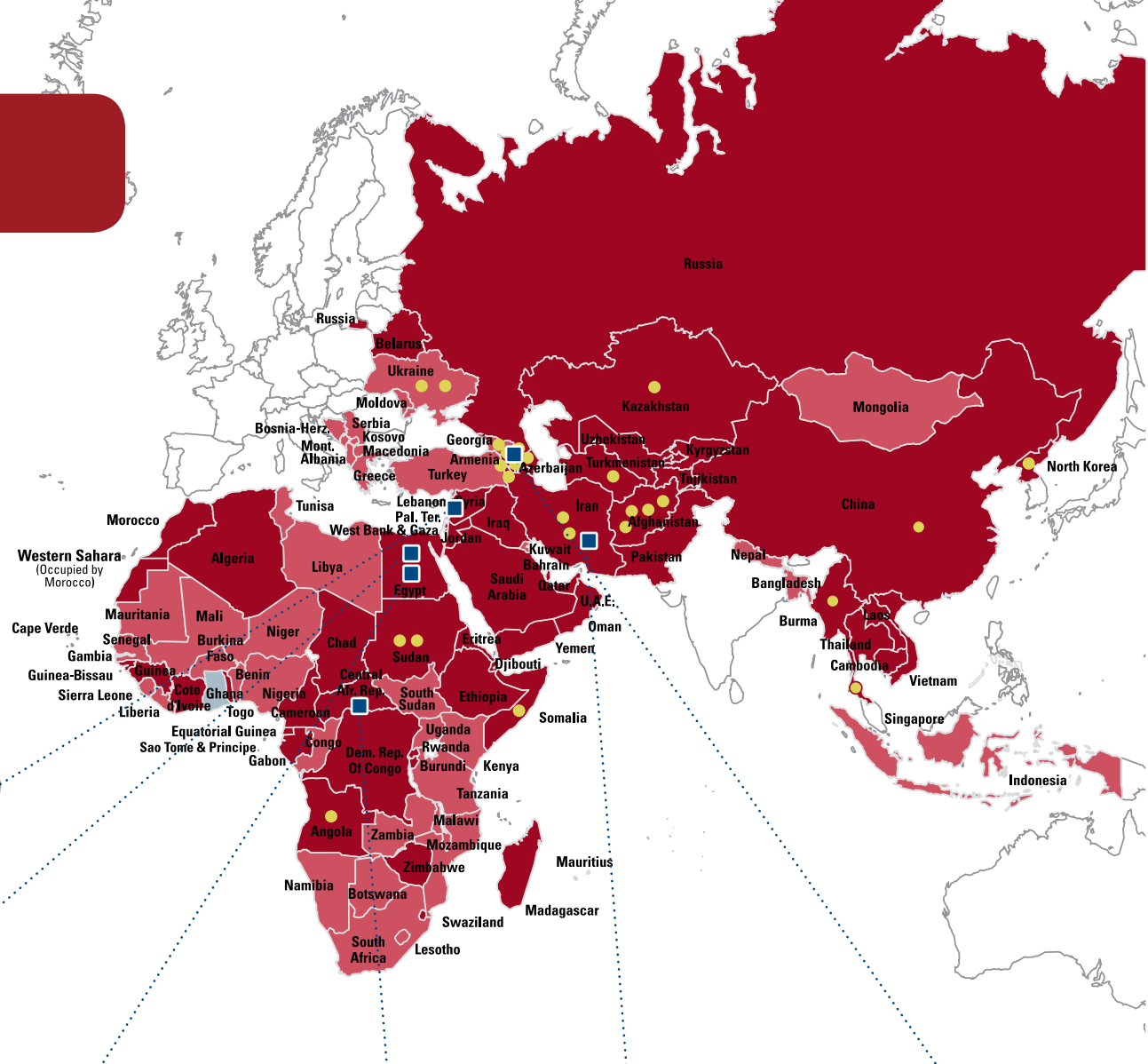
 Press Not Free

 Press Partially Free

 Press Free

Designated by Freedom House's 2013 Map of Press Freedom

 Not a BBG Audience



Bashar Fahmi | Syria



Elizabeth Arrott & Japhet Weeks | Egypt



Khaled Khairy | Egypt



Idriss Fall | Central Africa Republic




Arash Sigarchi | Iran



Khadija Ismayilova | Azerbaijan



The right to free and open access to news and information is universal, but threats to a free press persist. Journalists working for BBG media networks face risks every day as they report on regions that repress media freedom or which are in conflict. More details about the threats BBG journalists faced this year can be found at  www.bbg.gov/threats-to-journalism.

AZERBAIJAN

Azerbaijan continues to be a dangerous place for journalists. Over the course of the last year RFE/RL journalists have been threatened, detained without cause, covertly surveilled, assaulted, and targeted in smear campaigns. Yafez Hasanov, a correspondent for RFE/RL, was threatened after reporting on a suspicious death in a National Security Ministry facility. In May, RFE/RL correspondent Elchin Ismayilli was assaulted by an assistant local governor in the Ismaili district while reporting on flooding in the region. A long-running smear campaign against Khadija Ismayilova, an investigative journalist with RFE/RL, continued after she reported on government corruption.

CAMBODIA

Leading up to the 2013 summer election, the Cambodian government displayed a pattern of harassment and intimidation towards RFA and VOA, including holding a closed door meeting where the networks' correspondents were warned against reporting on stories too critical of the government. The U.S. Embassy in Phnom Penh called this meeting a clear and unacceptable act of intimidation. Since the election, RFA and VOA broadcasters have operated in an ominous climate and face ongoing threats of assassination, bombing, offices being invaded and harm to their field reporters.

CENTRAL AFRICAN REPUBLIC

Violence and unrest increased in the Central African Republic creating a hostile climate for journalists. On December 20, 2013 a mob of 200 young men armed with machetes and stones, and shouting anti-Muslim words, surrounded and then attacked the car of VOA French-to-Africa reporter Idriss Fall. He was reporting from Bangui on religious tensions in the region. It took two armored vehicles with French soldiers to push the attackers back.

EGYPT

The Egyptian government is tightening control on media and the dangers for journalists there are increasing. During an outbreak of violent protests in Cairo, police pulled VOA correspondent Elizabeth Arrott from her car and briefly detained her. Her colleague, freelance cameraman/reporter Japhet Weeks, was also detained and roughed up. Both journalists were let go without charge. Alhurra correspondent Khaled Khairy was reporting outside the Rabbah al-Adawiya Mosque in Egypt, the site of the pro-Morsi demonstrations, when he was harassed and threatened. As he was about to report live from the Square, Khaled was dragged into a tent and told he would be killed. A Muslim Brotherhood security guard eventually asked to see Khaled's ID and released him. In spite of his harrowing experience, Khaled continued to report from the demonstration site.

IRAN

Over the course of 2013, Iran has continued efforts to intimidate family members of VOA and RFE/RL journalists. Arash Sigarchi, an award-winning former activist and political prisoner, who is now a journalist for VOA's Persian Service, wrote a letter to the Iranian President Hassan Rouhani describing the harassment of his parents including the hours-long interrogation they suffered on September 10 in Iran. The Sigarchis were pressured to tell their son to resign from VOA — otherwise, further harm would come to him. In addition, Radio Farda recorded more than 15 incidents, many of which took place during the weeks before Iran's June 2013 elections, in which family members inside the country were pressured as a result of Radio Farda reporting, and included numerous cases of online harassment.

SYRIA

Alhurra TV's Bashar Fahmi has been missing since August 20, 2012. Fahmi was reporting from Aleppo, Syria, when he disappeared. According to Reporters Without Borders more than 60 journalists are currently missing, being held hostage, or detained in Syria, making it one of the most dangerous places in the world for the press.

Combatting Violent Extremism

Below, left to right:

Pakistani girls attend class at a school in Mingora, a town in Swat Valley, on October 9, 2013, the first anniversary of the shooting of Malala Yousafzai by the Taliban. (AFP Photo/A. Majeed)

RFE/RL correspondent Shapoor Saber interviews a displaced man from Badghis province in western Herat.

Many of the countries in which our networks broadcast face a complex series of interconnected security and humanitarian challenges. Long-standing political, economic and humanitarian vulnerabilities, combined with ongoing crises and the surges of extremism, make access to unbiased news and information essential.

BBG reporting tackles life and death matters in war-torn Syria; counters violent extremist propaganda targeted at youth in Somalia with frank on-air and online discussion of radicalism; exposes high-level government corruption; eases inter-ethnic and inter-religious strife with roundtable discussions that bridge differences and model civil discourse from Burma to Bujumbura; and provides a humanitarian lifeline to people in extreme distress due to natural disasters in Haiti, Indonesia and beyond. Some specific examples follow.

PAKISTAN/AFGHANISTAN BORDER REGION

U.S. international media are considered market leaders in Pakistan's most volatile border regions near Afghanistan for its accuracy, timely news and interactive programming.

Deewa Radio, VOA's Pashto-language news service, gives a unique perspective on terrorism, U.S.-Muslim world relations, and regional politics to over 40 million Pashtuns in the region. The rival media outlets include Pakistan's state and private television stations, the Taliban-run Mullah radio, and jihadi media that are accused of fanning anti-Americanism and hatred against democracy, foreigners, the Afghanistan government, and women's rights.

Deewa's daily interactive shows engage top regional experts, Pakistan's progressive thinkers, women's activists, as well as democratic, minority, and human rights leaders





in the region. Its flagship daily show for women, *Bibi Shereen* (*Sweet Woman*) engages college-age and household Pashtun women sharing their life stories on the radio during the breakfast hour in Pakistan and Afghanistan. The one-hour simulcast (radio on TV) provides stories and video reporting from both Washington and Pakistan. VOA's network of 27 stringers in this extremely hostile environment provides balanced reporting on tribal regions (FATA), national politics, human rights, extremist trends, women, economics, society and internally displaced people.

In addition, with its extensive network of local reporters, RFE/RL's Radio Mashaal (*Torch*) provides local and international news and in-depth political reporting that offers an alternative to extremist propaganda prevalent in the tribal areas that have a majority youth population. It offers programs that are dedicated to youth, women's issues, human rights and health care. In April 2013, Radio Mashaal hosted the first ever political debates between Pakistani parliament candidates from the 12 districts in the FATA. It emphasizes interaction with its audience through regular call-in shows, social media platforms such as Facebook, and avenues for listener voice mails.

NIGERIA

VOA's Hausa Service has provided extensive coverage of Boko Haram's terrorist activities in Northern Nigeria, including reporting and discussion shows on attacks and bombings of schools, police stations, banks, markets, and prominent politicians. VOA also covers the military operations of Nigeria's Special Task Forces aimed at rooting out the home-grown terrorists group in Borno, Yobe, Adamawa and Kano States. Through interactive call-in shows, web and mobile postings, ordinary citizens of northern Nigeria came to know that Boko Haram had little to do with moderate Islam but more to do with radical and violent efforts to impose a brand of Islamic theocracy on the nation. VOA and its reporters were threatened by Boko Haram as a result of the network's incisive coverage.

VOA Hausa's mobile site has become a go-to source for breaking news for audiences throughout Nigeria and West Africa. The Hausa-language site now receives more than two million page views a month. The mobile site includes a special section dedicated to the latest news on the three states in Northern Nigeria that have been under a state of emergency since May 14, 2013, with coverage of human rights abuses and incidents of torture that would otherwise go unreported.

Above, left to right:
A woman walks past a burned out car following an attack by suspected Islamic extremists in Kawuri, Maiduguri, Nigeria, that destroyed 300 homes.
(AP Photo/Jossy Ola)

VOA Hausa broadcaster
Halima Djimrao in VOA's radio
studio in Washington, D.C.



Burmese minority Rohingya families being resettled in a refugee camp in Sittwe, Rakhine State, on August 24, 2013, after their villages were burned during sectarian violence.

PBS's *NewsHour* prominently featured RFA's footage of the burning of Muslim areas of Meikhtila in a special report on Burma's religious divisions.

 [www.pbs.org/
newshour/bb/asia-jan-
june13-myanmar_06-18/](http://www.pbs.org/newshour/bb/asia-jan-june13-myanmar_06-18/)

BURMA

RFA and VOA provided extensive coverage of deadly sectarian violence among Buddhists and Muslims in Burma, also called Myanmar. RFA's journalists probed the causes and aftermath of violence after entire neighborhoods were burned down and hundreds killed when Buddhist mobs, driven by religious extremism, attacked Burma's minority Muslims. RFA profiled victims' families, interviewed religious leaders on both sides, questioned local authorities on their efforts to stop the bloodshed, and reported on the plight of refugees who lost their homes and livelihoods as a result of the riots. Through its investigative and factual reporting, RFA also clarified and dispelled false rumors circulated via social media that often fanned the flames of the communal violence.

When riots broke out in Meikhtila, a VOA reporter was at the scene and profiled a leading National League for Democracy MP who was trying to mediate and stop the violence in his home town. In addition to reporting on the day-to-day situation on the ground in Burma, VOA's weekly radio call-in shows also hosted several religious leaders from both sides to discuss possible pathways toward diffusing the communal violence. In the aftermath of the violence, VOA held a roundtable discussion with a renowned Buddhist monk, a Muslim leader, and a Muslim MP on the subject of religious harmonization.

MIDDLE EAST

Alhurra and Radio Sawa effectively reach countries that are prone to violent extremism. Through interactive and engaging programs, they give Arab youth an alternative to extremist messaging.

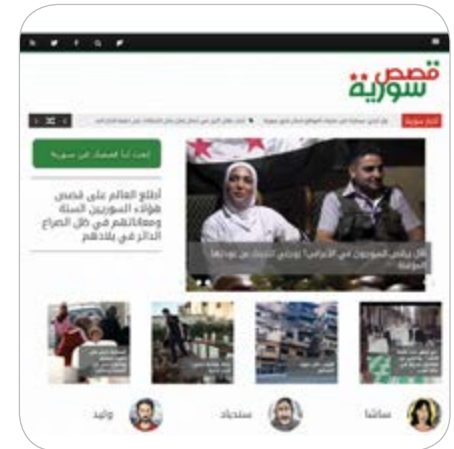
For example, they took an intimate look at the humanitarian crisis facing Syria through *Syria Stories*, youtu.be/R_GKnRvoul, an online journal by six Syrians who blogged about the challenges and triumphs of living in and watching their homeland be torn apart by a civil war. The six individuals come from diverse religious and ethnic backgrounds to give readers different perspectives of the Syrian conflict. Some still live in Syria, while others live in refugee camps or neighboring countries. Whether they are writing about a life changing event or the struggle to find food and clean water, these bloggers open up their lives, including their hopes and fears each day.

Alhurra-Iraq launched *Youth Talk* in 2013, a weekly program that highlights talented young people talking about their achievements and aspirations, as well as the challenges they face in Iraq. In these discussions, *Youth Talk* puts emphasis on finding solutions. The show encourages young Iraqis to exchange ideas and views on various political, scientific, cultural, social, and technical issues.

The Digital team at the Middle East Broadcasting Networks increased original web reporting and interactive social media engagement, as well as integration of digital components across its broadcast media platforms. Alhurra and Radio Sawa's primetime newscasts and many current affairs programs incorporate social media into daily and

weekly programs. Daily Facebook questions and viewers' responses are used within the newscasts and shows. For example, in July, Alhurra posted the question, "Do you approve using the Egyptian Army to fight 'terrorism'?" and nearly 100,000 people commented. Another question MBN posed was, "What drives youth into extremism?" This generated a lot of interest among Arab youth who blamed this phenomenon on educational curricula, poverty and youth marginalization. More and more of its audiences are using mobile platforms including the Alhurra app to get the latest news and information.

RFE/RL's Radio Free Iraq provided in-depth, analytical reporting on political developments, religious tolerance, women, youth, and sports. RFI examined such issues as the growing number of Iraqi volunteers fighting on both sides of Syria's civil war, the dramatic increase in violence in the country, and the country's deepening political crisis.



Above: *Syria Stories* is an online documentary project that follows the lives of six Syrians during the conflict in their homeland.

Below: Alhurra's correspondent Omar Twati reports from Libya.





Fostering Greater Understanding and Engaging Audiences

A key driver across the BBG's programming strategy is connecting with audiences on topics of importance to them. The BBG upholds the universal right of people to receive information through any media without restriction. BBG broadcasters are professional journalists committed to providing accurate, credible and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation.

The BBG's global research program queries audiences about their interests and then uses that insight to prioritize and guide strategy to better connect with people in more than 100 countries around the world. Popular topics include the environment, news about U.S. policy and culture, English-learning and business skills, and stories that would otherwise remain untold in countries where the media are not entirely free.

ENVIRONMENTAL ISSUES IN ASIA

In Asia one in five people still lack access to clean water. The availability of fresh water, per capita, is less than half the world average, and demand is growing fast. Causes include global warming, water-intensive agriculture, population growth and mismanagement on a large scale. Coordinating efforts among its nine language services and using direct input from listeners, RFA launched *The Water Project*, www.rfa.org/english/news/special/thewaterproject/home.html, which focuses on the state of freshwater in RFA broadcast countries. Coverage is collected onto one English-language online hub, including first-person accounts documenting how water scarcity affects farmers, fishermen, and ordinary people.

Another initiative by RFA is a multimedia series, "Poisoned at the Source," which documented, through undercover video, the unsafe practices in China's food industry. The series' video focusing on the use of recycled "gutter oil" by street food vendors went viral garnering 1.3 million views in just five days.

VOA also provided coverage of contaminants in the environment. For example, within hours of getting posted on QQ Weibo, one of China's most popular Twitter-like services, a VOA report on the dangerously polluted underground aquifers in Northern China was viewed and reposted tens of thousands of times. The report included an interview with Chinese geologist Fan Xiao, who estimated that more than 20,000 factories in the country are discharging unprocessed waste water into wells, ditches, and underground storage sites. As a result, according to the geologist, there has been a spike in heavy metal and other toxins in the country's underground water supply. The VOA report has been viewed by more than 1.3 million people.



Left:

Having exhausted or polluted their own water sources, countries now frequently draw on international rivers for water for drinking and irrigation, and also as a source of energy. Women collect water from the a pond near the village of Phalankone in central Burma.

Below:

A screengrab from RFA's video showing the production, sale, and use of recycled "gutter oil" in China. The video, which went viral, was part of the Cantonese Service's series on food safety in China, "Poisoned at the Source."

A boy bathes in the water of a local well in Laos.

“
Every dollar that
[is given] to VOA comes
back to us in hundreds
of dollars of good will,
hundreds of dollars
of good faith for what
America is and what it
stands for.”

U.S. REPRESENTATIVE
ELIOT ENGEL (D-NY)
during VOA Albanian's
70th Anniversary

NEWS OF THE UNITED STATES

Around the world, people want to hear about the United States: What is driving U.S. policy? How do ordinary Americans live and work? What's happening in sports and music?



International music star Mika appears on VOA's *Border Crossings* with host Larry London. *Border Crossings*, broadcast on radio and television, is one of VOA's longest-running music shows.

VOA has used successfully a “U.S. bureau” model in several markets, including Indonesia, the Balkans, Turkey, Ukraine, and Latin America, by working with affiliates to place VOA programs. This year VOA advanced its strategy by offering

interactive segments for integration in broadcasts within major media companies throughout Central and South America and yielded large audiences.

In June, VOA started a live, daily interactive Spanish-language segment with the leading TV network in Peru, Andina Television. The five-minute prime-time segment addresses the top U.S. news stories of the day. VOA also added more live reporting on U.S. developments for some of its affiliates in Mexico, Ecuador and Uruguay, and welcomed a new affiliate in Chile, Radio Agricultura, one of the top three radio stations in the country.

MBN's Alhurra and Radio Sawa regularly cover the U.S. and U.S. foreign policy in the Middle East and North Africa. Alhurra is the only Arabic-language network to have dedicated correspondents at the White House, State Department, Congress and the Pentagon. They provide timely reaction from the Administration and from all parties in Congress. Research shows that nearly half of Alhurra viewers in Libya, Saudi Arabia and Jordan say that watching the network increases their understanding of U.S. foreign policy.



Alhurra and Radio Sawa's coverage of America also goes well beyond the Beltway to tell stories of the American people and culture. Alhurra's *Al Youm (Today)* has a twice weekly segment on America, telling stories not heard in the Arabic press. Reports include examples of religious tolerance and integration, such as a mosque that opened its doors during Passover to the Jewish community in Virginia. When the twin bombings ripped through the Boston Marathon, Alhurra was quickly on the scene to



Alhurra's *Al Youm (Today)*

profile Muslim first responders and Arab-Americans who were there during the bombing and who condemned the terrorist attack.

Sports programming was also especially popular in 2013. The realities of government censorship in Cuba became apparent in June when the Cuban government, for the first time in more than 50 years, aired a Major League Baseball game. The game, however, was a recording of a two-month old match-up between teams with no Cuban players. The incident garnered lots of attention on social media and highlighted the important role of Radio and TV Martí, which, by contrast, broadcast live regular season and post-season MLB games. And, in 2013 for the first time TV Martí offered its Cuban audience live, play-by-play coverage of the NBA playoffs and finals.

Below, left to right:

VOA re-entered the Russian television market this year by providing live reports from the New York Stock Exchange for the Russian Business Channel.

VOA Spanish has developed strong affiliate relationships bringing reports and interactives from Washington and across the U.S. to the Latin American market.

VOA Indonesian service reports from the Sundance Film Festival, one of the largest independent film festivals in the U.S.

Kahani Pakistani explores the intersection between American life and Pakistani culture with host Ayesha Gilani, a second-generation Pakistani-American.

Alhurra provided on-the-ground coverage of reactions to the Boston Marathon bombing.





VOA's Learning English video products:
Learning English TV, *English in a Minute*,
News Words and *English at the Movies*

ENGLISH LEARNING AND BUSINESS SKILLS

Our networks provide audiences practical tools to improve their lives, among them programs on learning English, accessing useful information on science and technology, and advice on business management and marketing.

VOA's Learning English, learningenglish.voanews.com, clips are also used by many of its language services, including Khmer, Indonesian, Burmese, and English to Africa. In Burma, Shwe FM began airing VOA's popular English-learning programs on FM stations across the country. *American Idioms English*, which introduces one popular expression in each episode and explains the meaning in Burmese, has drawn praise from even government officials. Audiences can listen to it online, on shortwave and AM frequencies.

Through a funding agreement with USAID and the U.S. Embassy in Bujumbura, two VOA Central Africa Service programs—*Kira*, a health show, and *Tujahe*, an entrepreneurship show—will continue to broadcast to Burundi on shortwave frequencies and on REMA FM, a Bujumbura-based affiliate.

Avanza Cuba (Cuba Forward) is produced by Radio and TV Martí to serve as an open forum for Cubans around the world to communicate, learn and share experiences as they look at the future of Cuba. The program has engaged participants on and off the island in discussions on the future of education, social media, the law, religion, sports, economic development, small business management, marketing, artistic freedom, and the Internet in the business world.



Guests join *Avanza Cuba (Cuba Forward)*. Produced in collaboration with Miami Dade College, the episode, titled "Tu Negocio en la RED" (Your Business on the Web) examined the current state of technology in Cuba and how entrepreneurs can use the Internet to grow their businesses, despite the limitations and censorship on the island.

GIVING VOICE TO THE VOICELESS

The lack of free press in many countries limits audiences' opportunities to tell their stories, give their perspectives, and engage with others on topics affecting their lives.

VOA set up a special file-sharing "YouSendIt" drop box for Iranians to share photos, videos and voice messages about the 2013 Iranian election. VOA covered the June elections expansively, with extended broadcasts, and constant updates reported live through Twitter and Facebook. The participation program *Straight Talk* featured a Skype interview with former Iranian President Abol Hassan Bani Sadr, who took audience questions—some directly from Iran. RFE/RL's Radio Farda also gave citizens a platform to participate, and many defied censors and sent hundreds

of tips and comments by SMS, email, and telephone. Such direct communications have grown by 42 percent in the past year, currently totaling approximately 300 direct messages daily.

RFE/RL's Radio Azadi remains one of the most trusted media in Afghanistan, where it serves as a surrogate public broadcaster. Call-in shows and roundtables, central to its programming, have helped establish a culture of debate and discussion among its listeners on major national and international issues, such as the role of women in public life and the health and safety of all Afghans. Every day the service receives between 500-600 voice mails and messages from listeners, which are verified and integrated into news reports.

See an example of Radio Azadi's coverage of the role of women in public life.

 bbg.gov/azadi-women-in-afghanistan

RFE/RL's Shapoor Saber in Herat province interviews a woman who was displaced from Badghis province in December 2013.





IBB

FAST FACTS

Budget:

International Broadcasting Bureau (IBB)
\$65.3 million in FY 2013

Technology, Services & Innovation (TSI)
\$179.8 million in FY 2013

Employees:

International Broadcasting Bureau (IBB)
241 employees

Technology, Services & Innovation (TSI)
433 employees



International Broadcasting Bureau

The International Broadcasting Bureau (IBB) is responsible for the agency's strategic planning and oversight. IBB also oversees U.S. international media's innovation strategy, transmission, marketing, and affiliate program placement for the BBG networks. IBB has the lead role to integrate activities across the federal and grantee networks for greater organizational efficiency. IBB manages the agency's communications, financial operations, and legal support along with a global network of transmitting sites, an extensive system of leased satellite and fiber optic circuits, and rapidly growing Internet and mobile platforms and services. It provides research and evaluations of broadcasts, as well as management of human resources, Equal Employment Opportunity, procurement, security, information technology, and other essential administrative support for the federal agency.

FOSTERING INNOVATION

To maximize reach on platforms audiences prefer, the Office of Digital and Design Innovation (ODDI) worked with BBG broadcasters to develop news applications for Apple and Android mobile operating systems. These free apps provide the latest news and information in text, audio and video formats and allow the audience to share text, audio and video with journalists. Users can download favorite stories for offline viewing in areas with limited or costly connectivity. In countries that censor Internet use, the apps enable users to surf safely via a new mobile anti-censorship technology.

ODDI worked with RFA and VOA to produce e-books, a new product line for the BBG. ODDI also collaborated with RFA to launch *Remembering Tiananmen*, an interactive e-book in Mandarin and English, to mark the 25th anniversary of events there. (continued on page 31)

From left to right:

Rigger performs satellite maintenance at the Philippines Relay Station.

ODDI mobile release manager, Borana Kostro, demonstrates BBG's new mobile apps at the Innovation Showcase held for Congressional staff.

Director of Global Operations André Mendes demonstrates new innovations in censorship circumvention at the Public Diplomacy Council.



BBG Worldwide By the Numbers

FACILITIES

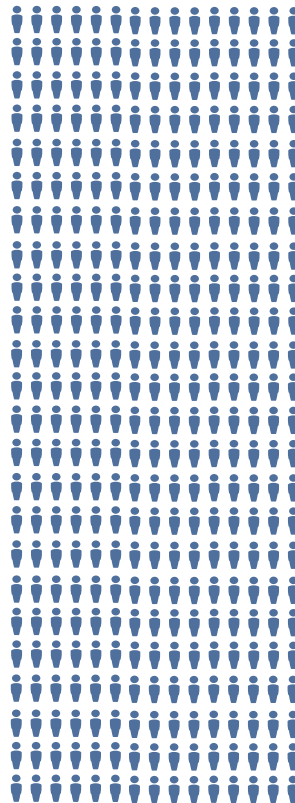
5 Networks
VOA, RFE/RL, OCB, RFA, MBN

4 Cities with
Headquarter Offices
Washington, DC
Springfield, VA
Miami, FL
Prague, Czech Republic

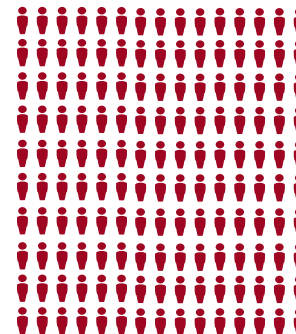
6 Marketing Offices
Washington, DC
Miami, FL
Prague, Czech Republic
Accra, Ghana
Johannesburg, South Africa
Bangkok, Thailand

54 Bureaus and
Production Centers

PEOPLE = 10 people



3,592
Journalists, Technical
and Administrative Staff
at Headquarters and
Corporate Offices

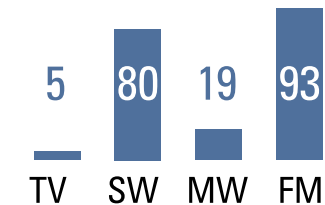


1,500
Stringers and Correspondents
Reporting from Around the Globe

DISTRIBUTION

96 Transmitting Sites

197 Operational
Transmitters



2,300 Affiliate Stations

16 Satellites

(continued from page 29) With multimedia content and eyewitness accounts, the digital publication recounts the demonstrations and resulting crackdown. The project won a top award at this year's International Media Excellence Awards. ODDI also assisted RFA with the publication, *Wild Pigeon: A Uyghur Tale of Longing for Lost Freedom*, and launched VOA's first e-book: *Unsettled: A Story of U.S. Immigration*.

At the Mozilla Festival in London in October, a gathering of more than 1,700 digital journalists and technologists, ODDI unveiled its latest platform, Kettlecorn, which adapted an existing tool and is designed to assist journalists with creating easy, fast and compelling interactive video.

Other innovations were behind the scenes and include Technology, Services and Innovation's (TSI) deployment of cloud-based email to the remaining BBG transmitting stations and Office of Cuba Broadcasting, providing these locations with the versatile and secure email service already enjoyed by headquarters' offices. TSI also completed testing of an Active Directory cloud site that will address business continuity and disaster recovery planning without large expenditures for a remote data center and associated hardware.

With funding support from IBB, RFE/RL's Internet Team continued development of its award-winning Pangea content



The Office of Digital & Design Innovation launched new mobile apps for all of the broadcast networks in 2013. The VOA mobile news platform was named a finalist for the "Best Mobile Publishing Product or Service" in the GSM Association (GSMA) 2014 Global Mobile Awards.

Below, left to right: Using lightweight mobile technology, RFE/RL correspondents report breaking news and stream live video from the Euromaidan protests in Ukraine; RFA won the top Association for International Broadcaster (AIB) prize in the Innovation Production Technology category for its e-book *Remembering Tiananmen*, a co-creation with IBB's ODDI. Steve Fuchs, ODDI's design manager holds the AIB award; ODDI's Kettlecorn tool, which allows journalists to edit and post interactive video efficiently.



Below, left to right:

Media training in Malawi.

Citizen journalists in Moldova learn to take effective video reports on their mobile phones.

Bruce Sherman, director of the Office of Strategy & Development, signs a partnership agreement with Radio Netherlands Worldwide that will include joint digital media ventures, media training and shared research.

BBG Board members Michael Meehan, Kenneth Weinstein, Matthew Armstrong and Chairman Jeffrey Shell take questions at an All-Hands Staff Meeting.

management system, which integrates all forms of multimedia news and social media content onto a single platform and supports more than 150 BBG news websites for VOA, OCB, MBN and RFE/RL. In 2013, the team added modules designed to help journalists easily create, manage and publish dynamic, live video content in real time (Pangea TV) and broadcast live, on-location video streams from a smartphone (PangeaGO).

Staff efforts increased the agency's cloud-based storage of documents and data to permit the retrieval of files anytime, anywhere, from any device. The IT team enabled "Click to Run" technology to enhance the agency's security posture. TSI licensed a cloud-based system management tool to manage agency-issued mobile devices in order to significantly enhance data security.

In addition, the agency's Internet Anti-Censorship Program grounds its ongoing success on continuous improvement and innovation – to read more see page 10.

GROWTH THROUGH AFFILIATES, TRAINING AND DEVELOPMENT

IBB plays a key role supporting audience growth by identifying affiliates, providing media training and

securing development funds. The Office of Strategy and Development's Marketing office established numerous partnerships this year particularly in areas of strategic importance for United States foreign policy. Examples include:

- Agreements with the Russian Business Channel and an online television channel, Dozhd, provide VOA a TV distribution opportunity reaching roughly 1.2 million people over the age of 15.
- Licenses to install nine new FM stations in Africa in the Democratic Republic of Congo, Chad, Mali, and the Central African Republic among others.
- Affiliations in Burma/Myanmar to distribute English Learning and Burmese news content from VOA for the first time.
- Placement of live news inserts from Washington into the nightly newscast of Mexico's TV Azteca network yielding 14 million additional viewers.
- Receipt of nearly \$5.8 million in outside funding for targeted programming and media training with which IBB organized 26 training sessions for nearly 500 local journalists.



AMENDMENT OF SMITH-MUNDT

Effective July 2, 2013, program materials produced by BBG networks are available, upon request, for distribution within the United States. The amendment to the Smith-Mundt Act updated one of the founding statutes of U.S. public diplomacy and permitted people across America to see and hear the valuable news reported by BBG networks in broadcast quality on U.S. airwaves.

The BBG's enabling statute, the U.S. International Broadcasting Act of 1994, is unchanged and authorizes the agency to create programs for foreign audiences only. The BBG is not authorized to begin broadcasting or to create programming for audiences in the United States.

The amended legislation enables more efficient use of agency resources, wider availability of our journalists' vital and informative work, and greater transparency, as people in this country become more knowledgeable about U.S. international media.

WORKPLACE ENGAGEMENT

In March, the IBB coordinated the launch of a Workplace Engagement Initiative to tackle longstanding contributors

to low employee morale. The initiative features an action plan with 12 items derived from staff feedback, employee surveys and focus groups facilitated by the Partnership for Public Service. Since the release of the action plan, more than 20 workshops have been organized to identify and implement specific steps to address challenges such as internal communication, performance management and cross-training.

Some of the initial efforts have seen a very positive response. For example, improvements were made to BBG's Health and Wellness Program, including renovating the Fitness Center, installing new equipment, enhancing security and safety measures, and providing a wide range of exercise and stress reduction classes. Use of the Fitness Center increased by more than 50% within the first month of these changes, and it continues to grow.

While the initiative is just ramping up, BBG saw a significant improvement on 10 questions and no significant decreases in the annual Federal Employee Viewpoint Survey. There were also notably higher rates of satisfaction on work-life issues, health and wellness, and improvements on communication and transparency.



IBB Interim Management Team

IBB Director Richard Lobo retired in November 2013, and in December the Board established an interim management structure for the International Broadcasting Bureau to manage the day-to-day operations of the agency and pave the way for a future chief executive officer.

Above, left to right:

Robert Bole
Director of Global Strategy

Suzie Carroll
Director of Global Communications

André Mendes
Director of Global Operations





FAST FACTS

Budget: **\$196.4 million** in FY 2013

Employees: **1,121 employees**

Languages: **45**

Mobile Apps:
available in 43 versions on
Apple iOS, Android and Symbian

voanews.com |  **@VOA_News**



Voice of America

Voice of America produces popular news, information and cultural programs in **45 languages** and reaches more than **164 million people** around the world every week on television, radio, web and mobile platforms.

VOA is the largest of the BBG's networks and attracts 80 percent of the total U.S. international media audience. In countries with strict censorship, such as Iran or North Korea, VOA is often the only source of balanced news and information about the U.S., its policies and its people.

VOA provides a forum for open debate, as well as an opportunity to question newsmakers and U.S. officials, through call-in shows and web interactives. Its programs are guided by a legally mandated charter that requires them to be accurate, objective and comprehensive.

From its Washington headquarters, VOA produces more than **70 television shows**, and more than

200 radio programs. VOA's digital TV master control sends signals to multiple direct-to-home satellite networks simultaneously and to shortwave, FM and AM transmitters beam programs to hot spots around the world. Individual language services maintain their own websites, mobile platforms and social media sites.

VOA reaches a significant part of its audience on affiliate stations that rebroadcast its programs or receive live updates from VOA reporters. This affiliate network now includes more than **2,350 individual stations**, which air a wide variety of programs. In Indonesia, home to the world's largest Muslim population, more than 300 affiliates carry VOA programs. And VOA now reaches more than 26 million adults in Latin America, thanks to an ever-expanding affiliate network that stretches from Mexico to Chile.

Left to right: Siamak Dehghanpour, managing editor of VOA's Persian Service and host of *Ofogh (Horizon)*, one of VOA's flagship news programs for Iran.

Steve Herman, VOA's bureau chief in Bangkok, Thailand, covers the typhoon that hit the Philippines in November 2013.



Voice of America Audiences

Latin America: After a major shift in strategy, VOA Spanish now markets itself as the go-to source for news about the United States and major global events. In 2013, new affiliates in Mexico, Ecuador, Peru, Chile and Uruguay, expanded VOA's weekly audience in Latin America to 26 million.

- Press Not Free
 - Press Partially Free
 - Press Free
- Designated by Freedom House's 2013 Map of Press Freedom
- Not a VOA Audience

Russia: VOA was reintroduced to Russian TV audiences, with live reports from Washington on major U.S. news and events, on Dozhd TV and RBC.



Africa: VOA expanded its reach in Africa with new FM transmitters in Bamako, Mali, Juba, South Sudan, and N'Djamena, Chad.





45 Languages

GLOBAL

English
(including
Learning English)

LATIN AMERICA

Creole
Spanish

AFRICA

Afaan Oromoo
Amharic
Bambara
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Shona
Somali
Songhai
Swahili
Tigrigna

EASTERN/ CENTRAL EUROPE

Albanian
Bosnian
Greek
Macedonian
Serbian

EURASIA

Armenian
Azerbaijani
Georgian
Russian
Ukrainian

CENTRAL ASIA

Uzbek

NEAR EAST/ NORTH AFRICA

Kurdish
Turkish

SOUTH ASIA

Bangla
Dari
Pashto
Persian
Urdu

EAST ASIA

Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Vietnamese



Burma: In May, President Thein Sein, the first Burmese government leader to visit Washington in 47 years, participated in an hour-long question-and-answer session with VOA, much of it devoted to the human rights situation in Burma.

**For more details about VOA's
work during 2013:**

bbg.gov/VOA2013highlights

Below, left to right:

Georgian Prime Minister Bidzina Ivanishvili, at his estate in the Black Sea coastal town of Ureki, Georgia, speaks to VOA's James Brooke.

VOA Cairo Bureau Chief and regional correspondent Elizabeth Arrott on the ground in Libya.

In July, VOA launched its first Somali television program, *Qubanaha (Variety)*, bringing a mix of U.S., international and regional news to a growing TV market in Somalia.

VOA Khmer reporter interviews youth supporters of the Cambodian People's Party.

Chinese activist Chen Guangcheng is interviewed by VOA's Huchen Zhang for the Chinese-language television program *Weishi*.





**RadioFreeEurope
RadioLiberty**

FAST FACTS

Budget: **\$92.1 million** in FY 2013

Employees: **487 employees**

Languages: **28**

Mobile Apps:
**available in 24 versions on
Apple iOS and Android**

rferl.org |  **@RFERL**



Radio Free Europe/Radio Liberty

RFE/RL reaches **18 million people in 28 languages and in 21 countries**, including Iran, Iraq, Afghanistan, Pakistan, Ukraine and Russia. RFE/RL journalists provide what many people cannot get locally: uncensored news, responsible discussion and open debate. Its programming focuses on local and regional developments in places where the media are not free or are in transition from totalitarian control, and where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism and other threats to civil society and democracy remain.

With more than 60 years of surrogate broadcasting experience, these Services have brought the liberating values of independent journalism to millions of listeners. RFE/RL offers its audiences the rich, immediate, and interactive content they seek, using the latest digital technologies — Internet, SMS, online video, satellite radio and popular social media networks — and trusted

broadcast radio to reach people in some of the most closed societies on Earth.

RFE/RL serves audiences in lands where independent journalists often face profound risks. In 2013, authorities in Tajikistan, Russia, Iran, Azerbaijan, and Ukraine intensified their efforts to intimidate independent media, and non-state actors in Afghanistan and Pakistan threatened reprisals against RFE/RL journalists for their coverage.

RFE/RL is funded through, and operates under, a grant agreement with the BBG. Headquartered in Prague with **19 bureaus across its broadcast region**, including in Moscow, Kabul, and Islamabad, RFE/RL's proximity to its audiences facilitates production of unique, relevant, locally-oriented programming in a cost-effective manner.

Left to right:

RFE/RL Radio Mashaal reporter Umar Daraz Wazir speaks to a Pashtun tribal elder in Bannu, Khyber Pakhtunkhwa, Pakistan, November 20, 2013.

The RFE/RL Ukrainian Service's live video stream from the protests on Independence Square (Maidan) and elsewhere in Kyiv, and Maidan organizers streamed the Service's video to protesters on the streets.



Radio Free Europe/Radio Liberty Audiences



For more details about RFE/RL's
work during 2013:
bbg.gov/RFERL2013highlights





28 Languages

EASTERN/ CENTRAL EUROPE

Albanian
to Kosovo
Bosnian
Croatian
Macedonian
Montenegrin
Romanian
to Moldova
Serbian

EURASIA

Armenian
Avar
Azerbaijani
Bashkir
Belarusian
Chechen
Circassian
Crimean Tatar
Georgian
Russian
Tatar
Ukrainian

CENTRAL ASIA

Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek

NEAR EAST/ NORTH AFRICA

Arabic to Iraq

SOUTH ASIA

Dari
Pashto
Persian

Above, left to right:

Aizada Kasmalieva, the moderator of the RFE/RL Kyrgyz Service television talk show *Inconvenient Questions*, and Kyrgyz Service videojournalist Janar Joldoshbaev on location at a Soviet-era waste dump at Min-Kush, Naryn province.

RFE/RL Radio Azadi video journalist Sabawoon films the harrowing story of Akhtara, an Afghan woman attacked with acid by a man she refused to marry after he killed her husband.

Below, left to right:

Eliza Kenenbaeva (left) and Janar Joldoshbaev of the RFE/RL Kyrgyz Service's *Azattyk+* youth television show, recording on location at Kyrgyzstan's controversial Kumtor gold mine.

RFE/RL Russian Service's Arslan Saidov interviews Russian political scientist Gleb Pavlovsky.

RFE/RL Azerbaijani Service correspondent Kebiran Dilaverli, covering a March 10, 2013 protest in the Azerbaijani capital, Baku.

RFE/RL's Regional Director of Broadcasting Akbar Ayazi interviews Afghan President Hamid Karzai, November 2013.





FAST FACTS

Budget: **\$26.3 million** in FY 2013

Employees: **116 employees**

Language: **1**

Mobile Apps:
available in Spanish on Apple iOS and Android

martinoticias.com |  **@martinoticias**



Office of Cuba Broadcasting

From its Miami headquarters, the Office of Cuba Broadcasting (OCB) oversees TV and Radio Martí and martinoticias.com, which together form the Martí, a **one-of-a-kind multimedia service that provides unbiased, objective news and information to Cuba.**

Despite consistent jamming by the Cuban government, OCB reaches audiences on the island through a variety of high- and low-tech solutions. In addition to satellite television and shortwave and AM radio, OCB launched a mobile app for Android and iOS, and the network began using SMS as a means to push unfiltered information out to audiences. These SMS messages, combined with email distribution, reach nearly one million Cubans each week. Also in 2013, **martinoticias.com, which averages almost 200,000 visitors per month**, began streaming Radio and TV Martí programming 24 hours a day.

Programs are distributed throughout the island through DVDs and USB drives that are passed on hand-to hand.

In June, a trashcan fire forced the temporary evacuation of OCB headquarters. Despite extensive damage to the newsroom that took months to repair, broadcasts and programming continued without interruption.

When travel restrictions were lifted early in 2013 many Cuban human rights activists began traveling internationally for the first time. Several key figures made the Martí headquarters a top destination. Yoani Sánchez, Rosa Maria Payá and Orlando Luis Pardo Lazo, Jorge Luís García-Pérez, and Antonio Rodiles all visited the network, solidifying its reputation as an example of free media and source of unbiased news on the island.

“In the 17 years that I spent behind bars, Radio Martí was, at times, my ‘everything’. It was my lifeline.”

JORGE LUÍS GARCÍA
PÉREZ “ANTÚNEZ”

Opposition leader,
Frente Nacional de Resistencia Cívica

Left to right:
Award-winning Cuban blogger
Yoani Sánchez is interviewed on the
radio at the Martí.

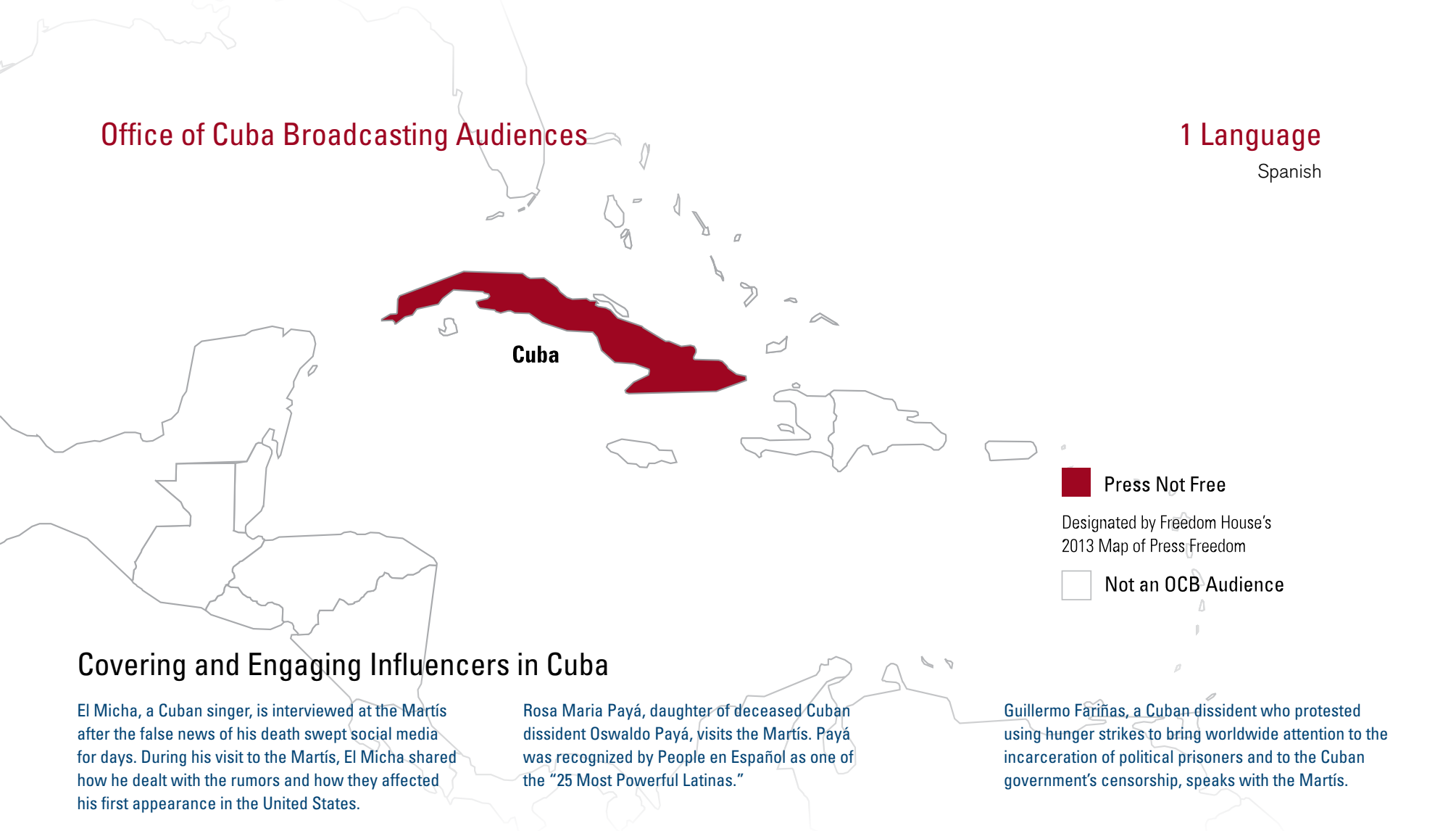
Eliécer Ávila and martinoticias.com’s
Margarita Rojo on air at Radio Martí.



Office of Cuba Broadcasting Audiences

1 Language

Spanish



Covering and Engaging Influencers in Cuba

El Micha, a Cuban singer, is interviewed at the Martí after the false news of his death swept social media for days. During his visit to the Martí, El Micha shared how he dealt with the rumors and how they affected his first appearance in the United States.

Rosa Maria Payá, daughter of deceased Cuban dissident Oswaldo Payá, visits the Martí. Payá was recognized by People en Español as one of the "25 Most Powerful Latinas."

Guillermo Fariñas, a Cuban dissident who protested using hunger strikes to bring worldwide attention to the incarceration of political prisoners and to the Cuban government's censorship, speaks with the Martí.



Engaging Cuban Audiences Across Digital Platforms

Social Media Growth from 2012 to 2013

Martí Web site (martinoticias.com)

128.37%

growth in unique visitors to the site

Social Media Referrals

49.37%

growth in Facebook referrals

148.18%

growth in Twitter referrals

YouTube Views

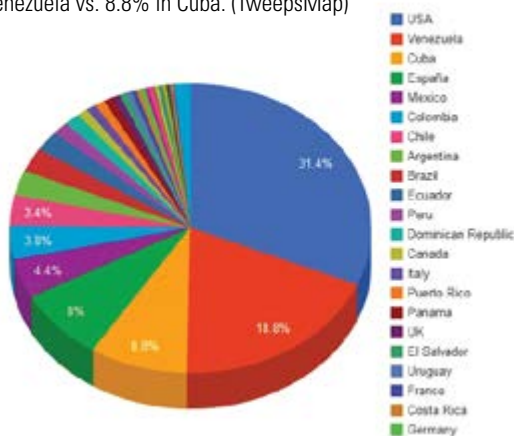
176%

growth in viewership

Ladies in White leader and founding member Berta Soler visited the Martí's studios before traveling to Europe to receive the 2005 Sakharov Prize for Freedom of Thought, which the Cuban government had not previously permitted her to accept.

Reaching the Cuban Diaspora

Nearly half of Martí's Twitter followers are in Cuban communities outside of Cuba. 31.1% follow from the USA and 18.8% from Venezuela vs. 8.8% in Cuba. (TweepsMap)



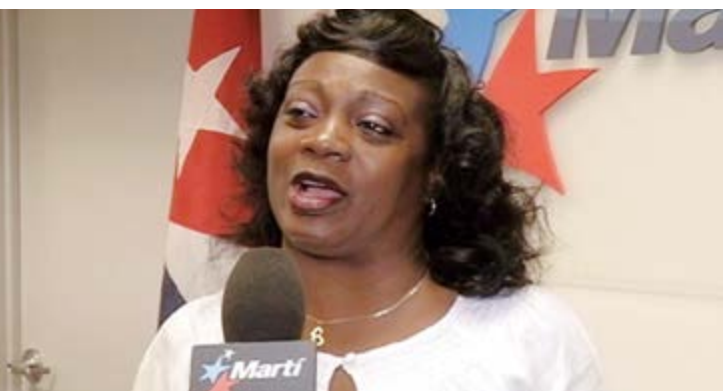
Writer, photographer and dissident blogger Orlando Luis Pardo Lazo visits the Martí's.

Reaching Audience Through SMS

“Thank you for existing, informing, and supporting us. I am Rosa M. Rodriguez, mother of prisoner Yosnavis Melchor Rodriguez. Member of MCL (Christian Liberation Movement). May God bless you.”

“My name is Dayana Berta. I am a relative of one of the Cubans beaten in Bahamas and my family has a video of the Cubans in Bahamas. They have transferred the beaten prisoners to another maximum-security prison in Bahamas called Fox Hill.”

Received by SMS



For more details about OCB's work during 2013:
bbg.gov/OCB2013highlights



Radio Free Asia

FAST FACTS

Budget: **\$41.8 million** in FY 2013

Employees: **253 employees**

Languages: **9**

Mobile Apps:
**available in 12 versions on
Apple iOS and Android**

rfa.org |  **@RadioFreeAsia**



Radio Free Asia

Radio Free Asia **delivers uncensored, fact-based news and information to citizens living in six Asian countries** — China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar) — that limit and restrict access to media. RFA's nine language services report on developments and issues often ignored by state-controlled media in Mandarin, Tibetan, Cantonese, Uyghur, Vietnamese, Korean, Lao, Khmer (Cambodian), and Burmese. These include reports on official corruption, the forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks, and human rights abuses.

Operating in some of the world's most difficult media environments, RFA utilizes a vast network of sources and tips from citizen journalists and eyewitnesses to break stories. RFA is routinely cited by global media outlets including: CNN, *The Wall Street Journal*, Reuters, Associated Press, *The New York Times*, NHK, *The South China Morning Post* and *The Washington Post*.

Through news broadcasts, online engagement, and call-in shows, RFA also serves as an open forum, allowing listeners to freely discuss topics often deemed too sensitive in their countries.

RFA's journalism and multimedia products have won awards from The Association of International Broadcasters, Radio Television Digital News Association, The New York Festivals, Society of Environmental Journalists, Alliance for Women in Media Foundation, and Hong Kong Journalists Association, among others. See pages 54-55 for more details.

RFA reaches its audiences through webcast video, television, satellite, social media networks, and multimedia digital content, in addition to trusted short- and medium-wave radio broadcasts. A non-profit organization, RFA is funded by a grant through the BBG.

Left to right:
A Burmese ethnic Kachin man listens to a radio near his residence at Wine Maw Refugee Camp in Kachin State, about 1,000 miles north of Yangon, Burma. (AP Photo/Khin Maung Win)

Shin Dong-Hyuk, the only North Korean defector born and raised in the notorious Prison Camp 14, speaks to RFA at the Heritage Foundation in Washington, D.C.

An RFA Khmer Service reporter interviews Cambodian opposition party supporters in Siem Reap in September 2013.



Radio Free Asia Audiences



For more details about RFA's work during 2013:
www.bbg.gov/RFA2013highlights

China

North Korea

Burma

Laos

Vietnam

Cambodia

9 Languages

EAST ASIA

Burmese
Cantonese
Khmer
Korean
Lao

Mandarin
Tibetan
Uyghur
Vietnamese



Exploring New Forms of Reporting



Above: Radio Free Asia's Water Project brings together video and written reports on the state of freshwater sources and its availability in RFA's broadcast countries. Content is gathered from RFA's nine language services with input from citizen journalists. The project also offers an interactive game that engages users while explaining water challenges.

Right: Award Winning e-book: *Remembering Tiananmen* gathers audio eyewitness accounts, historic photography and video, custom maps and diagrams and assembles them into a timeline that lets the reader navigate events and experience the sights and sounds of 1989 Beijing. The e-book won the top prize in the Innovation Production Technology category at the Association for International Broadcasting awards in 2013.



Below, from left to right:

In this still from RFA's video series, "Poisoned at the Source," a street vendor in China uses "gutter oil" to cook her food. The video went viral in 2013.

RFA's blogger Nguyen Lan Thang recorded activities on Hanoi streets when police brought in buses to mass-arrest protesters in the summer of 2013.

A RFA Khmer Service reporter interviews opposition party supporters traveling to Phnom Penh for mass demonstrations on September 17, 2013.

A police officer erects barricades to block monks from marching to Royal Palace in Phnom Penh, Cambodia, on September 13, 2013, to protest alleged ballot fraud in the July national elections.

Burmese opposition party leader Aung San Suu Kyi addresses an audience in Yangon, Burma, at an August 2013 event commemorating the 25th anniversary of the student-led pro-democracy demonstrations in 1988, also known as the 8888 Uprising.





MIDDLE EAST BROADCASTING NETWORKS, INC.

FAST FACTS

Budget: **\$105.7 million** in FY 2013

Employees: **771 employees**

Language: **1**

Mobile Apps:
available in Arabic on Apple iOS and Android

alhurra.com | radiosawa.com

@alhurraneews | @radiosawa



Middle East Broadcast Networks

The Middle East Broadcasting Networks, Inc. (MBN) is the non-profit news organization that operates Alhurra Television, Radio Sawa and MBN Digital reaching audiences in **22 countries across the region**. These networks provide an undistorted line of communication with the people of the Middle East and North Africa. They deliver accurate and objective information on the region, American policies and Americana, with a broad range of perspectives and an open dialogue on issues of importance to the audience.

In markets without press freedom and in hotspots that continue to be dangerous for journalists, Alhurra and Radio Sawa are on the front lines providing reliable news. While reporting from Aleppo, Syria Alhurra correspondent Bashar Fahmi disappeared in August 2012. At the time of publication, he remains missing.

Alhurra is a 24/7 Arabic-language television network that provides news and analysis to more than

20 million viewers each week. Its in-depth discussion programs provide points of view from throughout the region and the U.S.

Radio Sawa attracts **young audiences of over 11 million people** by playing contemporary Arabic and Western music with news and information programs. It is one of the most popular radio stations in the countries where it can be heard on FM.

Tackling topics not found in other media outlets, Alhurra and Radio Sawa are connecting with Arab audiences. They are regularly cited for their trustworthy news and have been recognized with numerous awards for their on-air content.

MBN Digital provides original reporting and interactive posts on Facebook and integration within on-air broadcasts. Primetime newscasts and current affairs programs incorporate social media into their daily lineups.

MBN operates under a grant from the BBG.

“*I watch Alhurra-Iraq whenever I get a chance. Alhurra is considered the most unbiased and professional channel in Iraq where other channels are biased towards their political affiliation.*”

ALI MOHAMMAD AL-HUSSEIN

ALI AL-ADEEB

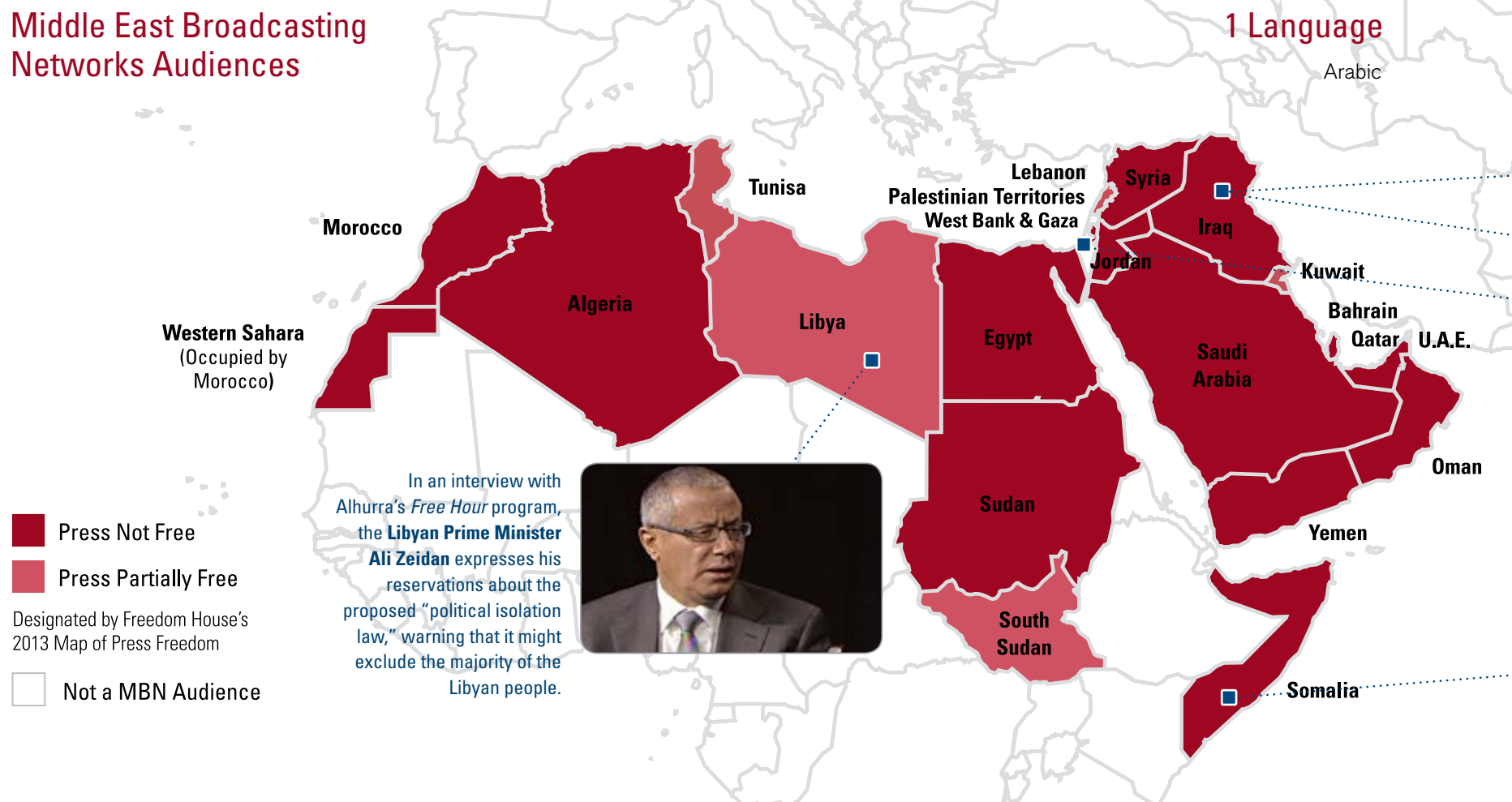
Iraq's Minister of Higher Education and Scientific Research

Left to right: Haidar Al-Mehrabi hosting Alhurra's *Eye on Democracy*.

Rayheen ala Fain? (Where Are We Going?) follows the day-to-day lives of May, Heba, Moheb, Sarah, Ahmed and Mamdouh as they respond to the daily challenges facing all Egyptians.



Middle East Broadcasting Networks Audiences



Newsmaker Interviews

For more details about MBN's work during 2013:

bbg.gov/MBN2013highlights



Iraqi Prime Minister Nuri al-Maliki sits down with Alhurra-Iraq for a wide-ranging interview that incorporated questions from Iraqi viewers directly to the Prime Minister.



Iraqi Foreign Minister Hoshiyar Zebari appears on Alhurra for an exclusive interview to discuss the cooperation between the United States and Iraq in fighting terrorism, Iraq's stance towards the Syrian conflict, the Iranian influence on Iraq and the situation in Egypt.



In a wide-ranging interview with Alhurra correspondent Yehia Kassem, **Israeli President Shimon Peres** talks about the peace process and regional issues.



Alhurra's State Department Correspondent Michel Ghandour interviews **Somali Foreign Minister Fowzia Yusuf Adam**, discussing the U.S. recognition of the Somali government for the first time since 1991.

Below, from left to right:

Inside Washington control room with guest, former U.S. Secretary of Defense William Cohen.

Alhurra's correspondent Ali Mahdi covers the inauguration of Barack Obama in January 2013.

Zainab Miller and Mohamed Ali Haidari host the *Iraq Today* show from Alhurra's headquarters in Springfield, Virginia.

Alhurra's correspondent Omar Twati reports from Libya.

Alhurra series *Street Pulse* covers working condition in Egypt's quarries.



Awards 2013

BBG journalists, producers and other staff were honored with numerous professional recognitions in 2013. Further details, including a video profile, is available here: bbg.gov/2013awards

2013 BURKE AWARDS

Every year the BBG presents the David Burke Distinguished Journalism Award to recognize the courage, integrity, and professionalism of individuals reporting the news.

RFE/RL	Hamid Mohmand
RFA	Pisethvicheyanandh Chor
RADIO & TV MARTÍ	Vanessa Ruiz
VOA	Idriss Fall
VOA	Scott Bobb
MBN	Bashar Fahmi

INTERNET

The Lovie Awards

Internet Video Documentary (Bronze Award)

RFE/RL	Sabawoon & Frud Bezhan
	Radio Free Afghanistan

Afghan Brickworks, Family Trapped in Cycle of Debt

Webby Awards

News and Politics-Individual Episode (Official Honoree)

RFE/RL	Sabawoon & Frud Bezhan
	Radio Free Afghanistan

Afghan Brickworks, Family Trapped in Cycle of Debt

Radio Podcasts (Official Honoree): RFE/RL

Pan Arab Web Awards Academy

Facebook Interactive Award: Radio Sawa

RADIO

New York Festivals Internationals Awards

Best Investigative Report (Silver Medal)

RFE/RL	Vahid Pourostad	<i>Solitary Confinement</i>
	Radio Farda	

Best Coverage of an Ongoing News Story (Silver Medal)

RFA	Shohret Hoshur	Investigation into the disappearance of Ugyhurs
	Uygher Service	

Best Human Interest Story (Bronze Medal)

RFA	Jinkuk Kim	Feature on North Korean refugees reactions
	Korean Service	to watching a U.S.-North Korea soccer match

Association of International Broadcasters (AIB) International Media Excellence Awards

Investigative Radio Documentary (Highly Commended)

RFE/RL	Masih Alinejad	<i>The Victims of 88 (AKA 2009)</i>
	Radio Farda	

Short Feature

RFE/RL	Sabawoon & Frud Bezhan	<i>Afghan Brickworks, Family Trapped in Cycle of Debt</i>
	Radio Free Afghanistan	

Gracie Award from the Alliance for Women in Media Foundation

RFA	Cantonese Service	"Kidnapped Woman Reunites with Family"
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Edward R. Murrow Award from that Radio Television Digital News Association

RFA	Cantonese Service	"Billionaire Flees China's Modern Day Red Terror"
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PRODUCTION TECHNOLOGY/PROMOS

CINE Golden Eagle Award

Commercials and Promotions Category

MBN	Syria Stories Promo
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co-produced with the Office of Digital and Design Innovation

Association of International Broadcasters (AIB) International Media Excellence Awards

Innovative Production Technology

RFA	E-book Remembering Tiananmen
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co-produced with the Office of Digital and Design Innovation

BassAwards

Best Program Branding Design (Bronze Award)

MBN	Alhurra
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PromaxBDA Arabia Award

Best News of Factual Programming Promo (Gold Award)

MBN	Final Edition Promo
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Best Use of English Typography (Bronze Award)

MBN	Final Edition Promo
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Something for Nothing (Silver Award)

MBN	Radio Sawa Promo
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Something for Nothing (Bronze Award)

MBN	Ramadan Greetings Promo
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TELEVISION

Associated Press Awards

Sports Feature Category

VOA	Carolyn Presutti	Story of Haitian soccer team made up of earthquake survivors
	Michael Burke	

Outstanding Journalist/One Man Band Category

VOA	Kane Farabaugh	Footage of the clashes during the 2012 Nato Summit
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Outstanding Documentary/In Depth Reporting

VOA	Kane Farabaugh	<i>A Dry Season</i>
	Michael Burke	

CINE Golden Eagle Award

Televised News Division- Investigative Reporting

MBN	<i>Street Pulse</i>	Episode on the dangers of working in Alhurra
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Televised Reality Division- Verité/Lifestyle

MBN	<i>Rayheen ala Fain?</i>	Alhurra
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Special Recognition for a Televised Series

VOA	<i>OnTen</i>	Persian Service
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American Agricultural Editors Association

Multimedia Production (First Place)

VOA	<i>A Dry Season</i>	Documentary
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International Clarion Award by the Association of Women in Communication

VOA	<i>A Dry Season</i>	Documentary
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Religion Newswriters Association (RNA)

National Network/Cable News Religion Report of the Year (First Place)

VOA	Jerome Socolovsky	"Churches Take Up Fight for Stressed Parents"
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National Network/Cable News Religion Report of the Year (Third Place)

VOA	Michael O'Sullivan	"California Group Helps Young Muslims, Jews Find Common Ground"
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Super-Info Reader's Choice

Best TV moderator for 2013

RFE/RL	Eliza Kenenbaeva	<i>Azattyk+</i> host
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SPECIAL NOTE

Medal of Gratitude from Albanian President Bujar Nishani

VOA	Ilir Ikononi	Albanian Service
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Global Shining Light Award

RFE/RL	Khadija Ismayilova and Nushabe Fatullayeva	Azerbaijani Service
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Special Prize for Peace Journalism from the Delegation of the European Union to Georgia and the E.U. Monitoring Mission

RFE/RL	Olesya Vartanyan	
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Ethics, Standards and Impartiality Prize from the National Union of Journalists in Mali (First Prize)

VOA	Kassim Traore	French to Africa
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Lifetime Entertainment Image Award at the World Music and Independent Film Festival

VOA	David Vandy	English to Africa
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Society of Professional Journalists Dateline Award for Photography

VOA	Bill Workinger	English to Africa
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Broadcasting Board of Governors

Left to right:

Governors Susan McCue, Kenneth Weinstein and Matthew Armstrong at Voice of America.

Ambassador Ryan Crocker attends the December 2013 board meeting.

Brian Conniff, President of Middle East Broadcasting Networks and Governor Michael Meehan on set at Alhurra in Cairo, Egypt.

Chairman Jeffrey Shell speaks at a town hall meeting at RFE/RL.

The Broadcasting Board of Governors is both the name of the independent federal government agency that oversees all U.S. civilian international media and the name of the board that governs those programs. The BBG became an independent federal government agency on October 1, 1999.

Four new governors joined the agency in 2013. The Board quickly focused on organizational issues as a primary matter of strategic importance and adopted a streamlined structure to handle Board business.

The new Special Committee on the Future of Shortwave Radio Broadcasting began conducting a comprehensive review of the efficacy of shortwave radio as a distribution platform. The Special Committee on the Creation of a Chief Executive Officer (CEO) of U.S. international media will recommend a method of selecting, appointing, remunerating and evaluating a CEO.

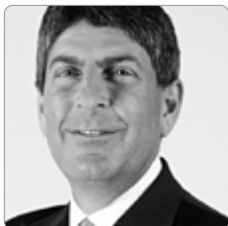
Establishing a CEO is a key objective of the BBG and the Administration to improve the management and efficiency

of BBG operations and mitigate the challenges of a part-time board. The CEO will be empowered to provide day-to-day executive leadership for the agency and will have management authority over the federal and non-federal elements. The Board will hire and supervise the CEO, retaining the critical role of setting the strategic direction of U.S. international media, as well as evaluating its journalistic quality and maintaining its journalistic integrity.

The Board recognized the need for an interim management structure for agency operations until a CEO has been selected. At its December 2013 meeting, the Board appointed three management officials to oversee the day-to-day operations of the IBB—the Director of Global Operations, Director of Global Strategy, and Director of Global Communications. Furthermore, the Board appointed a Management Liaison, an advisory position held by a current member of the Board, to provide informal guidance on various operational or strategic issues, as needed, to the interim management team.



By law, the Board is composed of nine members with expertise in the fields of mass communications, broadcast media, or international affairs. Eight members are appointed by the President and confirmed by the Senate. The ninth, the Secretary of State, serves ex officio. At the time of publication there were two vacancies on the Board. The following individuals served on the Board during the 2013 calendar year.



Jeffrey Shell, Chairman

Jeffrey Shell is chairman of Universal Filmed Entertainment. He previously served as chairman of NBC Universal International from 2011-2013 and as president of Comcast Programming Group from 2005 to 2011. Prior to joining Comcast, Shell held a number of positions, including CEO of Gemstar TV Guide International and President of the FOX Cable Networks Group. As president of the FOX Cable Networks, he oversaw the operations of FOX's entertainment and sports cable programming businesses.

He currently serves on the board of the National Constitution Center. Shell earned a B.S. in Economics and Applied Mathematics from the University of California, Berkeley and an M.B.A. from Harvard University.

Confirmed in August 2013, Shell is the chair of the BBG and chairs the Advisory Committee and Special Committee on the Creation of a Chief Executive Officer. He also chairs the boards of directors for the BBG's grantee networks.



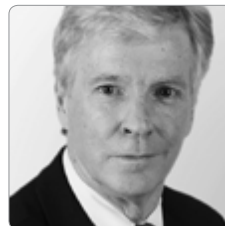
Matthew Armstrong

Matthew C. Armstrong is an author, speaker, and strategist on issues related to public diplomacy.

In 2011, he served as executive director of the U.S. Advisory Commission on Public Diplomacy. Previously, Armstrong was an adjunct professor of public diplomacy at the Annenberg School of Journalism and Communication at the University of Southern California. In 2010, he founded and served as President of the

MountainRunner Institute and published a blog on public diplomacy and strategic communication. He is a member of the Board of Directors of the Public Diplomacy Council and a member of the International Institute of Strategic Studies. Armstrong earned a B.A. and an M.P.D. from the University of Southern California.

Following his August 2013 confirmation, Armstrong now serves as the board's Management Liaison, chair of the Special Committee on the Future of Shortwave Broadcasting and is a member of the Advisory Committee and the Special Committee on the Creation of a Chief Executive Officer.



Ryan Crocker

Ambassador Ryan C. Crocker is dean of the Bush School of Government and Public Service at Texas A&M University – a position from which he had taken a leave of absence to serve as U.S. ambassador to Afghanistan from 2011 to 2012.

He is also the James Schlesinger Distinguished Visiting Professor at the University of Virginia. Prior to resuming his position as dean, Ambassador Crocker was a Kissinger Senior Fellow at Yale University.

His 37-year career in the Foreign Service included service as U.S. Ambassador to Iraq, Pakistan, Syria, Kuwait, and Lebanon. He is a member of the Council on Foreign Relations and the Board of Trustees of Whitman College. Ambassador Crocker is a recipient of the Presidential Medal of Freedom, the Presidential Distinguished Service Award, the Secretary of State's Distinguished Service Award, and the Department of Defense Medal for Distinguished Civilian Service. He earned a B.A. from Whitman College.

Crocker serves as a member of the Special Committee on the Future of Shortwave Broadcasting and was confirmed to the Board in August 2013.



John Kerry

On February 1, 2013, John Forbes Kerry became the 68th Secretary of State of the United States and as such, serves *ex-officio* on the BBG.

Previously, Kerry served 28 years in the United States Senate, with the last four as Chairman of the Senate Foreign Relations Committee.

As a senator Kerry was a leader on key foreign policy and national security issues facing the United States, including nuclear nonproliferation and global climate change. Prior to chairing the

committee, Kerry chaired the Asia and Middle East subcommittees where he authored and passed major legislation on international drug trafficking, international money laundering, humanitarian aid, and climate change, and he helped negotiate the agreement establishing the United Nations tribunal to prosecute war crimes in Cambodia.

In 2013, Secretary Kerry was represented on the Board by then Under Secretary of State for Public Diplomacy and Public Affairs Tara Sonenshine until her departure on July 1, 2013. Assistant Secretary of State for Public Affairs Douglas Frantz represented Secretary Kerry at the Board's October and December 2013 meetings.



Susan McCue

Susan McCue is President of Message Global, a strategic advocacy firm she founded in 2008 for social action campaigns.

McCue was the founding President and CEO of The ONE Campaign to combat extreme global poverty and was Chief of Staff to Senate Majority Leader Harry Reid from 1999 to 2007. Before that she held numerous communications positions in government and campaigns.

She is currently Vice Chair of Humanity United and a member of the Council on Foreign Relations. A New Jersey native, McCue is a graduate of Rutgers University in New Brunswick, N.J., with degrees in economics and journalism.

McCue, who was confirmed in July 2010, serves as a member of the Special Committee on the Creation of a Chief Executive Officer.



Michael Meehan

Michael Meehan is Co-Founder, President and CEO, Venn² (Squared) Communications.

After 23 years of work in the U.S. Congress, congressional and presidential campaigns, Meehan for the past six years has built successful communications strategy and public relations firm, VennSquared Communications. Meehan's firm provides strategic communications for dozens of Fortune 500 companies, foundations, trade associations and political and issue campaigns. On Capitol Hill, Meehan has served in senior roles for U.S. Senators John Kerry, Barbara Boxer, Maria Cantwell and former Senate Majority Leader Tom Daschle, and Congressman Vic Fazio and John Olver.

Confirmed in July 2010, Meehan now serves as a member of the Advisory Committee and the Special Committee on the Future of Shortwave Broadcasting.



Kenneth Weinstein

Kenneth Weinstein has been President and CEO of Hudson Institute since 2011. Since joining Hudson Institute in 1999, he has held several other positions, including Chief Executive Officer, Chief Operating Officer, Senior Fellow, and Director of the Washington Office. From 1996 to 1998, he was the Director of the Government Reform Project at the Heritage Foundation, and from 1994 to 1996, he was Director of Research at the New Citizenship Project. He served on the National Council of the Humanities from 2006 to 2012 and was appointed to the D.C. Advisory

Board to the U.S. Commission on Civil Rights in 2010. Weinstein received a B.A. from the University of Chicago, an M.Phil. from the Institut d' Études Politiques de Paris, and a Ph.D. from Harvard University.

Confirmed in September 2013, Weinstein serves as a member of the Advisory Committee, the Special Committee on the Creation of a Chief Executive Officer and the Special Committee on the Future of Shortwave Broadcasting.

PREVIOUSLY SERVING IN 2013



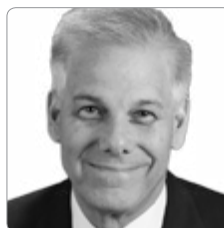
Victor Ashe

Victor Ashe was appointed to the board on July 2, 2010 and served until August 1, 2013. Ambassador Ashe holds the distinction of being the longest serving mayor of Knoxville. During his time in office, from 1988 to 2003, he was the President to the U.S. Conference of Mayors from 1994 to 1995 and received their Distinguished Service Award for Leadership in 2003. Ashe served as the United States Ambassador to Poland from June 2004 to October 2009. In 2004, he was a Fellow at Harvard University's JFK Institute of Politics.



Michael Lynton

Michael Lynton was appointed to the board on July 2, 2010 and served as interim presiding governor from February 2012 until he resigned from the board on May 23, 2013. Mr. Lynton is CEO of Sony Entertainment, Inc. He is the former CEO of AOL Europe and Chairman and CEO of Pearson plc's Penguin Group. Mr. Lynton is a member of the Council on Foreign Relations and serves on the boards of the Los Angeles County Museum of Art, the Rand Corporation, and the Harvard Board of Overseers. He is a graduate of Harvard College and Harvard Business School and is proficient in French, German and Dutch.



Dennis Mulhaupt

Dennis Mulhaupt was appointed to the board on July 2, 2010 and served until April 9, 2013. He is founder and Managing Director of Commonwealth Partners, Inc., a firm which provides advisory services to philanthropic institutions and families. Before founding Commonwealth Partners, he served as Executive Vice President at KCET in Los Angeles, the West Coast flagship public broadcasting and media company. Other roles in higher education administration have included positions as Vice President at Claremont McKenna College; Associate Vice President at Stanford University; and Senior Associate Dean in the College of Letters, Arts & Sciences at the University of Southern California, where he also taught undergraduate courses in international relations.

Financial Highlights

(IN THOUSANDS)

	2013	2012 (Restated)
AT END OF YEAR:		
Condensed Balance Sheet Data:		
Fund Balance with U.S.	\$161,420	\$168,047
Accounts Receivable	112	135
Advances to Surrogate Broadcasters	45,576	50,012
Property, Plant, and Equipment	118,407	126,552
Other	10,982	4,801
TOTAL ASSETS	\$336,497	\$349,547
Accounts Payable	38,815	43,138
Retirement and Payroll	35,665	29,161
TOTAL LIABILITIES	\$74,480	\$72,299
Unexpended Appropriations	162,659	176,831
Cumulative Results of Operations	99,358	100,417
TOTAL NET POSITION	\$262,017	\$277,248
TOTAL LIABILITIES AND NET POSITION	\$336,497	\$349,547
FOR THE YEAR:		
Condensed Statement of Net Cost Data:		
Total Cost	743,355	750,512
Total Earned Revenue	(3,646)	(1,592)
TOTAL NET COST OF OPERATIONS	\$739,709	\$748,920

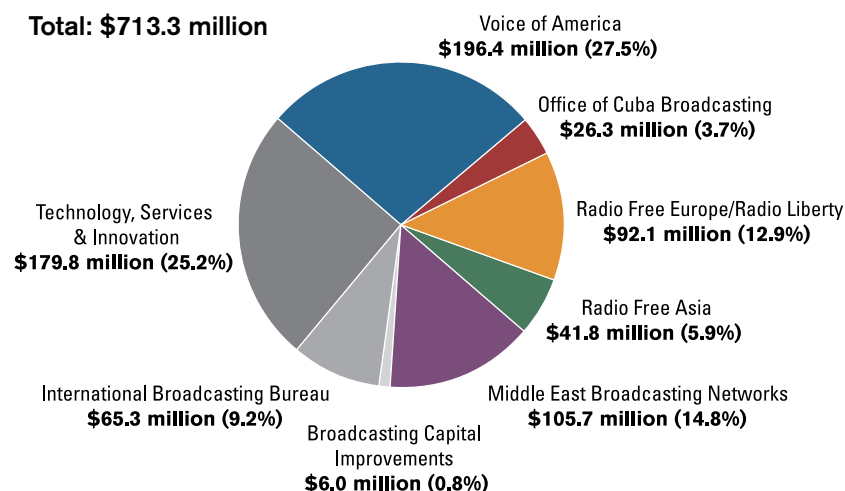
The independent accounting firm Kearney & Company conducted our FY 2013 financial statement audit and issued an unmodified opinion on our Principal Financial Statements. This is the best possible audit result.

Preparing these statements allows the BBG to improve financial management and provide accurate and reliable information to Congress, the President, and the taxpayer. BBG management is responsible for the integrity and objectivity of the financial information presented in the statements.

The financial statements and financial data presented in this report have been prepared from the accounting records of the BBG in conformity with generally accepted accounting principles and incorporate the application of the standards as prescribed by the Federal Accounting Standards Advisory Board.

Allocation of the BBG FY 2013 Budget

Total: \$713.3 million



Back Cover: RFE/RL correspondent Dmytro Shurkhalo and Levko Stek report live from the President Administration Building in Kyiv, December 2013.



BROADCASTING BOARD OF GOVERNORS 2013 ANNUAL REPORT

